

SUPPORTING PLAN

Asset Management Strategy 2026-36



Document Control

This document was originally adopted by the City of Canterbury Bankstown on 26 June 2018 and is reviewed on yearly basis to reflect change of key financial indicators, status of infrastructure assets and program schedules.

Version	Years Covered	Date Adopted
1	2018-2028	26/06/2018
2	2019-2029	25/06/2019
3	2020-2030	23/06/2020
4	2021-2031	22/06/2021
5	2022-2032	23/06/2022
6	2023-2033	27/06/2023
7	2024-2034	25/06/2024
8 – major revision	2025-2035	
9	2026-36	

7

destinations



Safe & Strong

A proud inclusive community that unites, celebrates and cares

Safe & Strong documents cover such themes as being a child friendly City, social justice, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation, ageing, community harmony and youth.



Clean & Green

A cool, clean and sustainable city with healthy waterways and natural areas

Clean & Green documents cover such themes as managing our catchments and waterways, natural resources, environmental hazards and risks, weather/climate emergencies, biodiversity, climate change, resilience, and corporate sustainability.



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents cover such themes as economic growth and employment, investment, art, culture, heritage preservation, pursuing digital solutions and being creative.



Moving & Integrated

An accessible city with great local destinations and many options to get there

Moving & Integrated documents cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.



Healthy & Active

A motivated city that nurtures healthy minds and bodies

Healthy & Active documents cover such themes lifelong learning, active and healthy lifestyles, open spaces, passive parks, play spaces, and providing quality sport and recreation infrastructure and programs.



Liveable & Distinctive

A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents cover such themes as preserving the character and personality of centres and revitalising them, affordable housing, well-managed development, and complying with local laws.



Leading & Engaged

A well-governed city with brave and future focused leaders who listen

Leading & Engaged documents cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Strategic Planning Framework Summary

The Strategic Planning Framework (SPF) maps out the role of all current and future Council strategies and plans that work to deliver the vision for the City. The framework works from the highest level of strategic direction from the Community Strategic Plan through to more detailed plans that will eventually drive works, projects and programs on the ground. The framework is comprised of the following levels:

The **COMMUNITY STRATEGIC PLAN (CSP)** is our highest level plan and translates the community's desired outcomes for the city into key destinations. The CSP includes community suggested actions which can be tested in the development of all other plans.

1

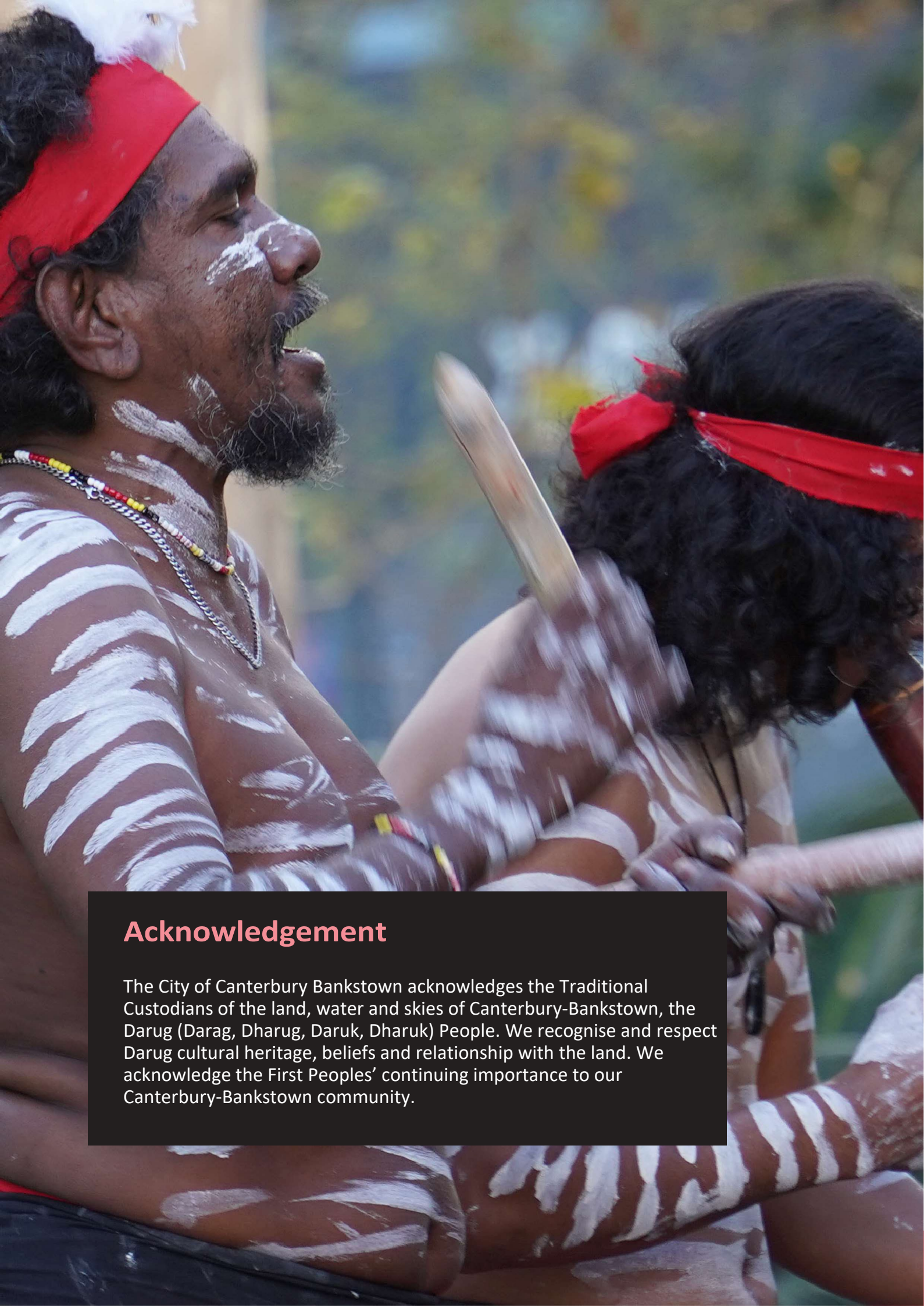
SUPPORTING PLANS identify broad works projects and programs required to deliver on these actions. Supporting plans include indicative costing and resourcing requirements and delivery timeframes.

2

DETAILED ACTION PLANS take actions from SUPPORTING PLANS and identify specific works projects and programs required to deliver on these actions. These plans include detailed costing and resourcing requirements and delivery timeframes.

3

GUIDELINES, POLICIES AND CODES provide detailed information, rules for activities or guidance for specific works on Council or other lands.



Acknowledgement

The City of Canterbury Bankstown acknowledges the Traditional Custodians of the land, water and skies of Canterbury-Bankstown, the Darug (Darag, Dharug, Daruk, Dharuk) People. We recognise and respect Darug cultural heritage, beliefs and relationship with the land. We acknowledge the First Peoples' continuing importance to our Canterbury-Bankstown community.

Message from the Chief Executive Officer

As we look towards the future, it is essential to recognise the pivotal role that asset management plays in the prosperity of our city. Our Asset Management Strategy is designed to ensure that we maintain and enhance the infrastructure that our community relies on daily within the capacity of Council's resources.

Our Asset Management Strategy is designed with our city's future growth in mind, addressing the increasing demands and changing needs of our community.

In an era where economic and financial pressures are ever-present, it is more crucial than ever to prioritise the sustainable management of our assets. This strategy is not just about maintaining our current infrastructure, it is about making strategic decisions that will serve future generations.

The Strategy is an important tool to inform Council on the various financial scenarios set out in the Long-Term Financial Plan, and their implications on assets. It also responds to the Long-Term Financial Plan, ensuring that the limited funds are allocated in the most effective way.

The Council's asset management practices are well-established, and this Strategy ensures that we continue our ongoing improvement efforts by implementing further actions to enhance our asset maturity.

By implementing robust and forward-thinking asset management practices, we aim to provide reliable services, improve quality of life, and create a resilient urban environment that can adapt to future challenges and growth in Canterbury Bankstown.

It is with great optimism that I share this Asset Management Strategy with our community, confident in our path ahead.

Contents

1	The Integrated Planning and Reporting Framework	9
2	Understanding the Purpose of our Strategy	14
2.1	Introduction	14
2.2	Purpose of the Strategy	15
2.3	Policy, Objectives and Vision	15
2.3.1	Policy Statement	15
2.3.2	Strategic Objectives	16
2.3.3	Asset Management Vision	17
3	Our Current Assets	18
3.1	Council's Infrastructure Asset Portfolio	18
3.2	Asset Values	23
3.3	Current State of Assets	24
3.4	Asset Consumption Ratios	30
3.5	Renewal Gap and Unfunded Renewals	31
3.6	Critical Assets	35
4	Managing our Assets	39
4.1	Asset Planning	39
4.2	Levels of Service	39
4.3	Asset Lifecycle	40
4.3.1	Asset Funding	41
4.3.2	Asset Operations and Maintenance	41
4.3.3	Asset Acquisition and Renewal (Capital Works)	42
5	Asset Management Maturity	43
5.1	Council's Asset Management Maturity	43
5.1.1	How we measure Asset Management Maturity	43
5.2	Priority Actions	45
6	Responding to, and Informing the Long-Term Financial Plan (LTFP)	47
6.1	Financial Principles	47
6.2	Long Term Financial Plan (LTFP)	47
6.4	Implications of the Scenario's on Assets	50
6.5	Conclusion	57
7	Attachments	58
7.1	Attachment A - Definitions	58
7.2	Attachment B – Detailed Figures and Tables	60

7.3	Attachment C – Asset Management Policy	76
7.4	Attachment D – Inspection and Revaluation Schedule	80
7.5	Attachment E – References and Related Information	81

DRAFT

1 The Integrated Planning and Reporting Framework

Communities do not exist in isolation – they are part of a larger natural, social, economic and political environment. Council’s plans and strategies also do not exist in isolation – land use and infrastructure planning support social, environmental and economic outcomes, and vice-versa – they are all connected and must therefore be integrated.

Under the *Local Government Act 1993*, Councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IP&R) Framework. IP&R requires councils to draw their various plans together and understand how they interact. It also acknowledges that the City is constantly changing and that decisions made now may have a long ‘lead’ time before they are realised in the future. Planning must prepare for a sustainable future, one that ensures that future generations aren’t left with an unsustainable legacy. IP&R allows councils to get the maximum leverage from their efforts by planning holistically for the future.

Importantly, IP&R opens the way for councils and their communities to have important conversations about funding priorities, service levels, preserving local identity and planning in partnership for a more sustainable future. The essentials of the Integrated Planning and Reporting Framework are shown in the adjacent image. Council’s IP&R obligations are detailed in Section 8c of *the Local Government Act 1993* which outlines the principles for strategic planning that must be applied to the IP&R Framework.

These principles are to:

- Identify and prioritise key local community needs and aspirations and consider regional priorities
- Identify strategic goals to meet those needs and aspirations
- Develop activities, and prioritise actions, to work towards the strategic goals
- Ensure that the strategic goals and activities to work towards them may be achieved within Council resources
- Regularly review and evaluate progress towards achieving strategic goals
- Maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals
- Collaborate with others to maximise achievement of strategic goals
- Manage risks to the local community or area or to the Council effectively and proactively; and
- Make appropriate evidence-based adaptations to meet changing needs and circumstances.

Decisions made by Council should:

- Recognise diverse local community needs and interests.
- Consider social justice principles – access, equity, rights and participation.
- Consider the long term and cumulative effects of actions on future generations.
- Consider the principles of ecologically sustainable development; and
- Be transparent and accountable in decision-making.

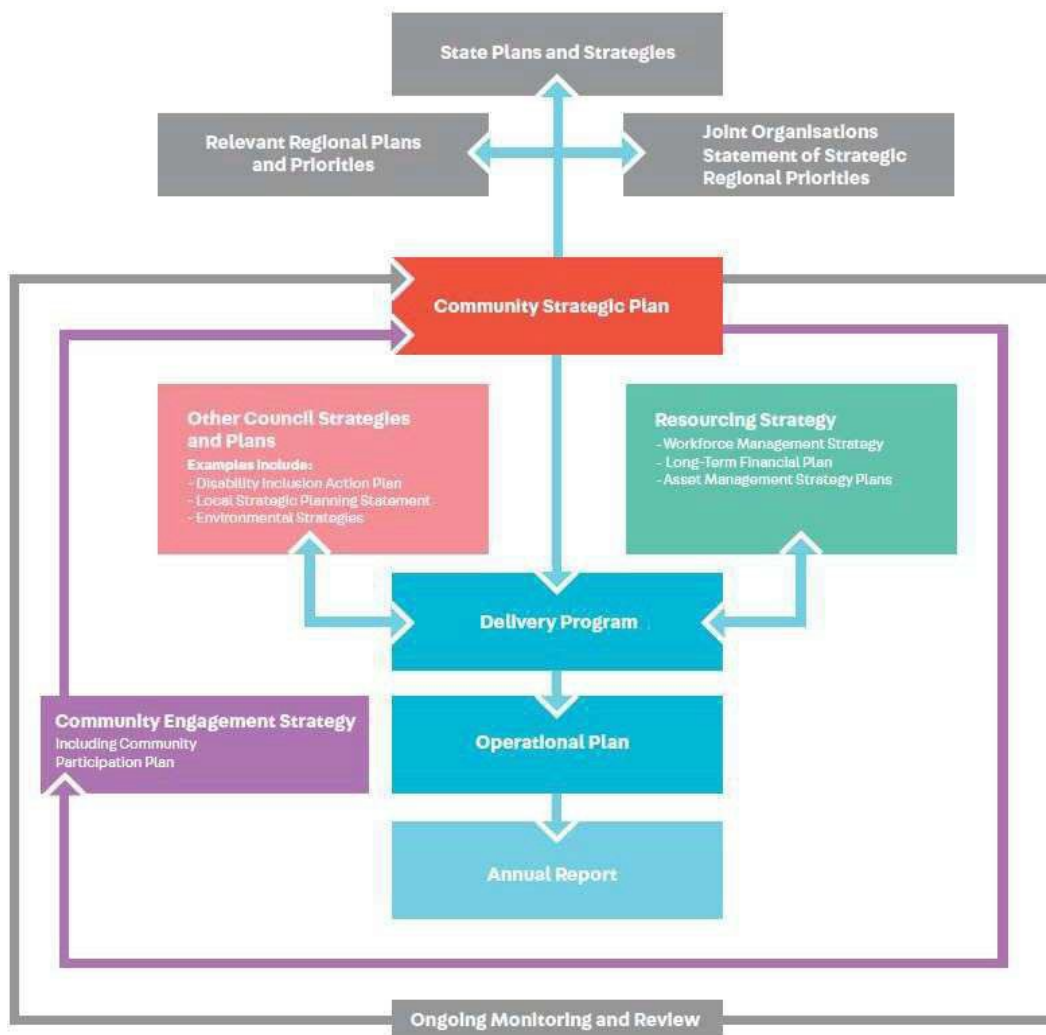


Figure 1 – IP&R Framework

The Community Strategic Plan (CB2036)

CB2036 guides the City of Canterbury Bankstown for the next decade and beyond on its journey to be a thriving, dynamic and real city of people who are interested and interesting – unapologetically themselves.

It's based on thousands of conversations with residents, businesses and government agencies, and interprets their vision into a blueprint to transform the city.

CB2036 is for the people who live, visit and work in Canterbury–Bankstown now and in the future. These people want what everybody wants - to be happy, healthy and safe in a community that:

- Provides for their needs.
- Values their culture, religion, and heritage.
- Respects the environment.
- Considers the future; and
- Respects the past.

Council's response to CB2036 can be found in its Delivery Program and annual Operational Plans.

The Delivery Program

The Delivery Program examines the important issues facing the Council and outlines the priorities for the Council term to ensure that services continue to meet community expectations in terms of quality and value for money.

The Operational Plan

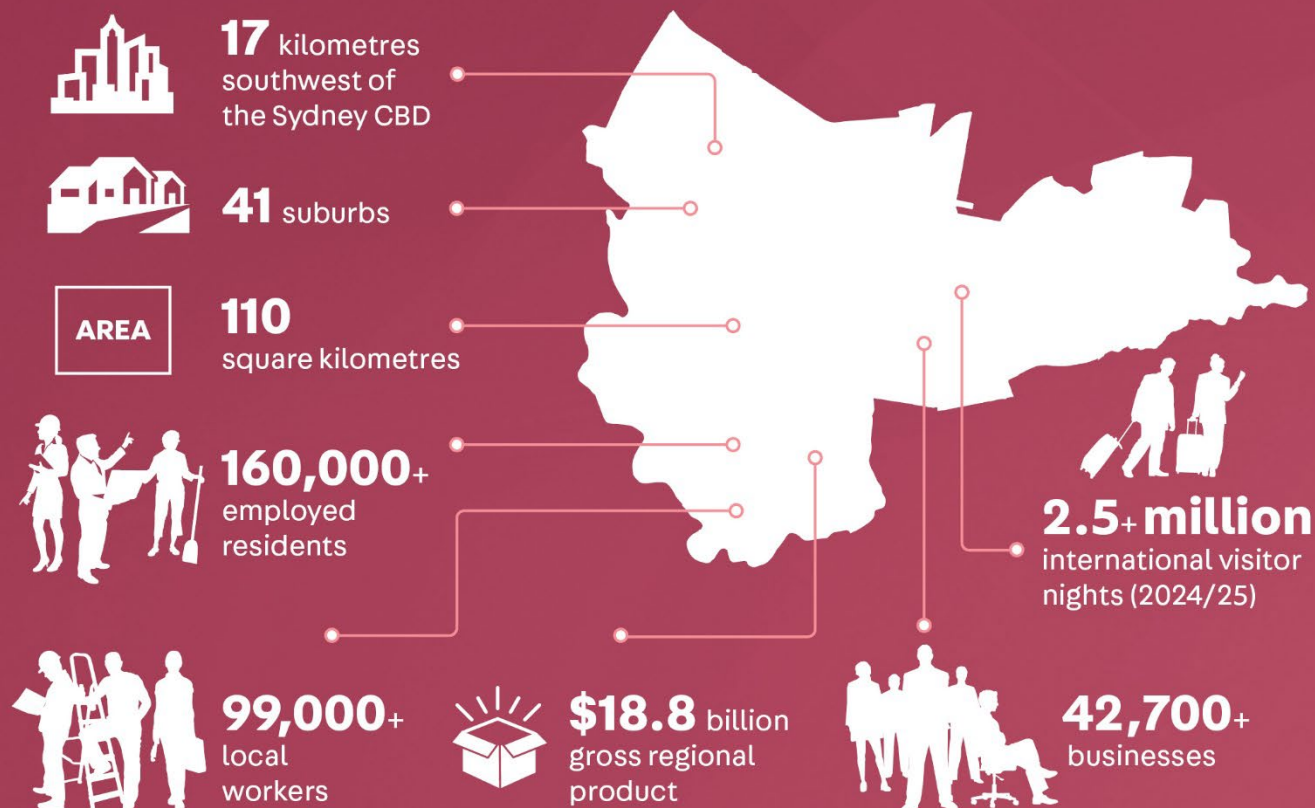
Annual Operational Plans expand on the priorities in the Delivery Program by identifying the specific services and projects Council will provide annually.

The Resourcing Strategy

Other supporting strategies and plans ensure that Council's work is integrated and well planned, chief amongst these being the Resourcing Strategy, which comprises a 10-year Asset Management Strategy 10-year Financial Management Strategy and a four-year People Strategy. The Resourcing Strategy ensures that Council has all of the resources it needs to deliver on its commitment to the community.

The Asset Management Strategy (AMS) serves as a critical element of the resourcing strategy, which, in conjunction with the People Strategy and the Financial Management Strategy, provides essential assumptions and context to facilitate the execution of Council's programs and services.

Your City



YOUR ASSETS



Your Community



389,687
population in 2025

500,000
population by 2036

36
median age

45%
born overseas

59%
speak a language
other than English
at home

20.5%
over 60

23.5%
under 18



1
art centre



126
schools



1
university



2
TAFE campuses



2
hospitals



11
libraries



91
Gross
Pollutant Traps



683km+
drainage
conduits

2 Understanding the Purpose of our Strategy

2.1 Introduction

An asset, as defined in AASB (Australian Accounting Standard Boards) standards, is *“a resource controlled by an entity as a result of past events and from which future economic benefits or service potential are expected to flow to the entity.”* In practical terms, this refers to any item, entity, or resource that holds actual or potential value and enables the delivery of services by an organisation.

In simpler terms, an asset is anything valuable owned by the Council that helps provide services to the community. These assets include roads, footpaths, drainage and water quality devices, parks, sporting complexes and playgrounds, libraries, amenities and other community buildings as well as Council’s administration facilities, depots and other operational assets.

Council is facing a series of challenges in managing these assets – a challenge that is common to most LGA’s throughout Australia. The majority of Council’s assets were first constructed at the same time as the original suburbs were built in 1930-1950’s. Many of these assets are in the latter half of their expected lives, if not near the end. As such, their physical condition has deteriorated and will continue to deteriorate at an accelerated rate in the coming years. If they were to be built today, the overall cost would be more than \$4.48 billion.

At the same time, population growth and changing demographics are challenging the functionality and capacity of these assets. Community expectations are also changing, which will further impact the ability of these assets to meet the emerging needs of our community.

Adequately funding asset maintenance and renewal will require Council to develop efficiencies, rationalise assets, review service levels, source additional grant funds, raise additional revenue and/or a mixture of some or all of these.

These are crucial decisions that will affect the City’s Community now and in future generations.

2.2 Purpose of the Strategy

The Asset Management Strategy (AMS) 2026–2036 outlines Canterbury-Bankstown Council’s strategic approach to delivering sustainable, high-quality services through the effective management of its assets.

The Strategy:

- Provides a solid understanding of the extent of the asset portfolio.
- Identifies the critical assets and the implications of potential asset failures.
- Quantifies the asset value.
- Sets out the current state of our assets and what funding would be required to get them to an acceptable level of service (renewal gap and unfunded renewals).
- Describes how our assets are managed.
- Identifies Council’s Asset maturity.
- Specifies the actions required to enhance Council’s asset management capabilities (Asset Management Improvement Plan).
- Identifies how the AMS responds to the various financial scenarios identified in the Long-Term Financial Plan (LTFP) setting out the implications of each option on the asset renewal and backlog.
- In turn informs the LTFP on the financial implications to guide future budget setting.

2.3 Policy, Objectives and Vision

Policy Statement At its highest level, this AMS is driven by Council’s Asset Management Policy. The adopted **Asset Management Policy** (shown in Attachment C) outlines Canterbury- Bankstown Council’s approach to best practice, service focused and sustainable lifecycle asset management for all assets owned and/or administered by the Council. It sets out the following Policy Statement and Objectives:

2.3.1 Policy Statement

“All assets proposed, owned and/or administered by Council are to be acquired, managed and maintained, on a lifecycle basis, in terms of sustainable social, environmental, economic and governance’ outcomes, for the ongoing benefit of the Canterbury- Bankstown Community.”

2.3.2 Strategic Objectives

The objectives set out in the Policy are to:

- Have an identified strategic purpose that contributes to Council's community infrastructure and/or service delivery objectives as defined in Council's Strategic Community, Delivery and Operational Plans.
- Be managed so that the assets are structurally sound (fit for service), functionally sound (fit for purpose), aesthetically sound (look good) and environmentally and financially sustainable.
- Be accessible, adaptable and have sufficient capacity to meet the varying needs of the Canterbury-Bankstown community over time.
- Add to or enhance the community capital of Canterbury-Bankstown.
- Have clearly defined custodianship and operational accountabilities for the respective aspects of their management.
- Be identified, registered and recorded in accordance with relevant legislation and accounting standards.
- Have a current Asset Management Plan detailing the whole lifecycle of the asset including responsibilities and accountabilities for the delivery, routine maintenance, partial capital renewal and (as required) the disposal or renewal of the asset.
- Have budgeted funding planned for their long-term management, maintenance, disposal and/or renewal, and
- Be managed within a documented framework of clear and transparent processes so that it can be demonstrated that responsible management practices have been followed.

2.3.3 Asset Management Vision

While the above Policy and Objectives set out the administrative requirements, the following aspirational vision has been identified to guide the AMIP:

“We envision a future where every asset – from parks and pavements to libraries and lighting – plays a vital role in enriching the lives of our community. Our infrastructure is more than physical structures; it is the foundation that supports essential services and enhances the wellbeing of all who live, work and visit Canterbury Bankstown.

Through responsible stewardship and long-term planning, we will ensure our assets are safe, adaptable, and aligned with community needs – today and into the future. By investing wisely and managing proactively, we will ensure they support the long-term financial sustainability goals of Council.”

Implementing this AMIP will result in:

- **Outcome focused assets:** Improved services and assets in the most cost- effective manner through better aligning future services requirements and assets
- **Informed decision making:** An understanding of the nature and condition of our assets and the effects our actions have on them
- **Sustainable lifecycle management:** A key set of actions that will allow us to manage the provision of these assets in the future within the resources available
- **Budget allocation:** Being able to appropriately allocate the provided funding for both the renewal and upgrade of existing assets
- **Identify new asset requirements:** Identify and optimise investment opportunities based on corporate strategies and policies.
- **Prioritised maintenance:** Being able to appropriately allocate the provided funding for operational actions for each asset group in line with service level targets
- **Understanding limitations:** Being able to clearly define what service levels can be delivered with the resources available
- **Minimising risk:** The asset management strategy establishes a framework to guide the planning, design, construction, maintenance, and operation of the infrastructure to provide services to the community through identifying and planning for potential asset related risks with the resources available

3 Our Current Assets

3.1 Council's Infrastructure Asset Portfolio

Council's extensive asset portfolio includes:

- **Roads** and associated infrastructure including pavement, kerb and gutter, carpark, bridges and boardwalks, footpaths and shared paths, traffic management devices, street furniture, road signs.
- **Community buildings and other structures** including community facilities, park amenities structures, libraries, leisure and aquatic facilities, multi-storey carpark, tenanted properties, operational buildings.
- **Open space and recreation** including natural spaces, trees, playgrounds and sports fields, lighting, park furniture and irrigation systems.
- **Stormwater and drainage** including drainage conduits, drainage structures, flood mitigation and water quality and water sensitive urban devices.
- Plant and equipment.
- Natural and heritage assets; and
- Land and bulk earthwork.

This AMS details proposals for the management of the assets in the first four major infrastructure asset groups (roads, buildings and other structures, open space and recreation, and stormwater drainage assets) only. The other assets identified above (i.e. non-depreciable and non-infrastructure assets including plant and equipment, and non-infrastructure heritage assets and land and bulk earthwork) are not considered further in this version of the AMS.

A snapshot of each of the infrastructure assets are shown in following pages:

A
snapshot

Our Road Assets



Road Pavement

over
906km
of paved road



Bridges

104 pedestrian bridges
51 vehicular bridges



Ground Level Carparks

369 ground level carparks



Kerb and Gutter

over
1,800km
of kerbs built within the LGA



Pathways

over
1,244km
of pathways built within the LGA



Traffic Management Devices

over
5,420
individual units including:

318 roundabouts

1,133 medians islands

1,058 speed humps

898 kerbside islands

244 pedestrian crossing

1,130 pedestrian fencing



Street Furniture

over
6,800
individual units across 12 different asset types



Road Signs

over
41,000
individual warning and regulatory signs

A
snapshot

Our Buildings and Structure Assets



Community Facilities

100 facilities including community, children's and other essential services



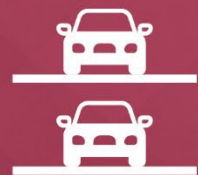
Leisure and Aquatic Centres

3 facilities constructed around the LGA



Library and Knowledge Centres

9 libraries located in central locations around the City



Multi-Storey Carparks

6 multi-storey carparks



Operational Buildings

38 different buildings for administration, operation and support services



Park Buildings and Facilities

230 unique park buildings which include amenities, club houses, gardener's sheds and more



Tenanted Properties

28 different tenanted properties that are used for investment purposes



Other Major Structures

44 major structures including:

26 grandstands

8 outdoor pools

6 skate parks

4 wharves

A
snapshot

Our Stormwater Drainage Assets



Drainage Devices

over

25,000

pits constructed including:

- Surface pits
- Buried pits
- Combined kerb inlet pits
- Head walls



Drainage Conduits

over

683km

of conduits constructed including:

- RCP pipes
- Culverts
- Open drains
- Subsoil drainage systems



Water Quality Devices

224 devices installed around the LGA including:

- Underground proprietary devices
- Gross pollutant traps
- Biofilters
- Stormwater harvesting schemes



Flood Mitigation

2 flood levees constructed at critical areas within the LGA



A
snapshot

Our Open Space and Recreation Assets



Parks and Sports Fields

624 parks, including 367 different sports fields



Golf Courses

2 Sefton and Canterbury



Irrigation

167 fields with irrigation services



Lighting

1,750 permanent light poles installed in parks and sport fields



Playgrounds

270+ playgrounds across 278 different parks and reserves



Natural Spaces

Open space across our city comprise of:

440 hectares of sports grounds

340 hectares of parkland

350 hectares of natural bushland

81,000 trees



Park Signs

over **3,900** individual signs



Park Furniture

over **12,900** individual units including:

26 grandstands

8 outdoor pools

6 skate parks

4 wharves

3.2 Asset Values

The Total Gross Replacement Cost (GRC) of Council's assets are valued at approximately \$6.4 billion. This includes the value of non-depreciable and non-infrastructure assets such as land, plant and equipment.

Council's four major depreciable infrastructure asset groups (roads, buildings, stormwater, and open space) that would cost approximately \$4.48 billion to replace to date (excluding land, plant and equipment, bulk earthworks and other assets).

They have an annual depreciation of approximately \$88.5 million, (Council's total depreciation expense is approximately \$103 million including non-depreciable and non-infrastructure assets).

Their current "used" value or Written Down Value (WDV) is estimated to be approximately \$2.53 billion.

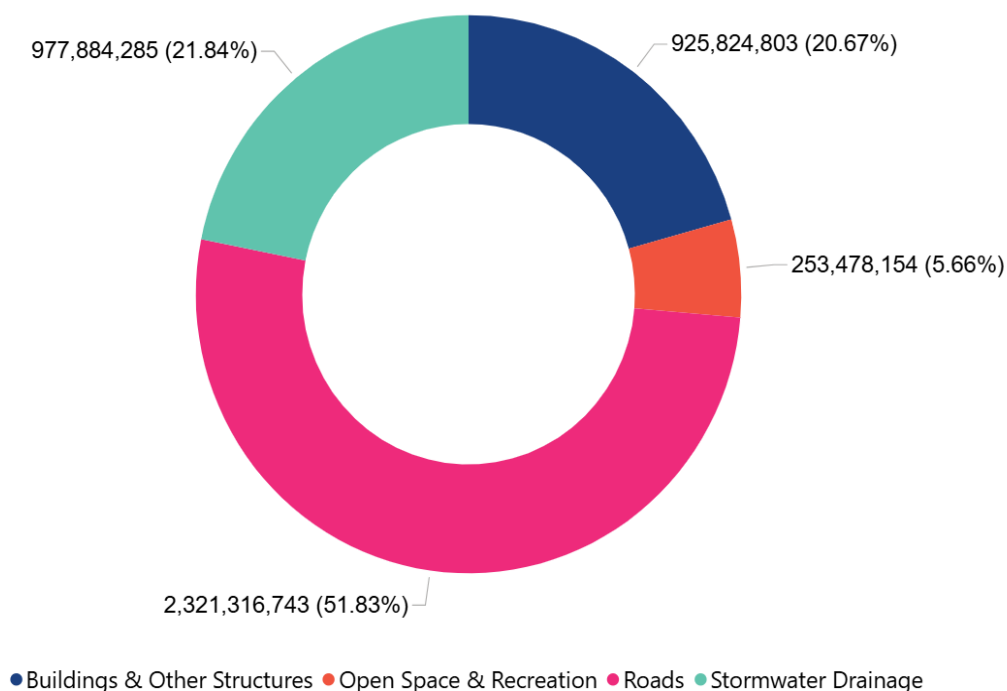


Figure 2 - Asset Portfolio 4 Major Asset Groups – Current Asset Value (Replacement Cost)

Table 1 below summarises the valuation figures of the Asset Management Groups. These figures are as of 30 June 2025. Table 1 does not include allowances for asset replacement or renewal works that are underway or are proposed for 2026/27 Capital Works Program. For a further breakdown of these figures to the various asset categories with the Asset Management Groups see *Attachment B – Table B4- Values of the Asset groups and categories*.

Table 1 - Asset Group Values, June 2025

Asset Management Group	Current Replacement Cost	Written Down Value
Infrastructure Assets		
Roads	\$2,321,316,743	\$1,370,369,176
Buildings & Other Structures	\$925,824,803	\$463,161,806
Open Space & Recreation	\$253,478,154	\$156,242,015
Stormwater Drainage	\$977,884,285	\$537,805,145
Total	\$4,478,503,985	\$2,527,578,142
Non-Depreciable Assets		
Land	\$943,246,249	\$943,246,249
Bulk Earthworks	\$744,088,183	\$744,088,183
Total	\$1,687,334,432	\$1,687,334,432
Other Assets		
Other Assets	\$144,105,852	\$97,547,184
Plant & Equipment	\$83,168,557	\$23,307,722
Total	\$227,274,409	\$120,854,905
Total Assets	\$6,393,112,826	\$4,335,767,479

Non-depreciable earthworks associated with roads and drainage, permanent earthworks for flood mitigation structures and land (land under roads and parks, and other lots owned and/or managed by Council) are excluded from the lifecycle calculations of this Strategy. They are however presented in above for completeness of information.

3.3 Current State of Assets

Council's infrastructure assets are currently in satisfactory condition, with a reasonable distribution of asset conditions. However, significant challenges remain in key asset categories.

The buildings and structures category present a critical concern, with approximately 80% of assets in Condition 3 or worse, highlighting an urgent need for renewal and replacement funding. Similarly, stormwater infrastructure may require major functionality upgrades due to its limited design capacity to manage increasing flow demands. Further to this, there is a growing backlog in roads increasing with approximately half of all pavements in poor to very poor condition. Additionally, several Council facilities, particularly buildings, will require upgrades to meet growing community needs and ensure compliance with new technical and regulatory standards.

Further compounding these challenges is the funding deficit from the 2021 Special Rate Variation (SRV), alongside rising costs (refer to the Financial Management Strategy for more detail).

Asset Lifecycle Modelling, conducted in Councils renewal Forecasting Modelling Tool *Assetic myPredictor* demonstrates that, as these assets continue to age, additional long-term funding will be required to maintain them at a satisfactory condition into the future.

Despite these pressures, Councils' asset base continues to support service delivery effectively. Across the portfolio, 90% of the total portfolio are currently in in average or better condition (as outlined in the Table B8 Special Schedule 7 Financial year 2025).

The following table provides descriptions of 1 to 5 condition ratings which Council uses to asset condition assessment in line with the current best asset management practice.

Table 2 – Asset Condition Descriptions

Rating Scale	Condition Description	Rating Description
1	New asset or an asset recently rehabilitated back to new condition. Little to no wear and fully functional.	1 – Excellent
2	Only minor deterioration or defects are evident. Serviceability may be slightly impaired and minor maintenance may be required.	2 – Good
3	Moderate deterioration or defects are evident. Function is affected. Minor repairs may be required.	3 – Fair
4	Serious deterioration or defects are evident. Function may be significantly affected. Repairs or replacements required.	4 – Poor
5	Asset (subsystem or components) has failed or is likely to fail in the near future. Requires immediate attention.	5 – Near Failure or Failed

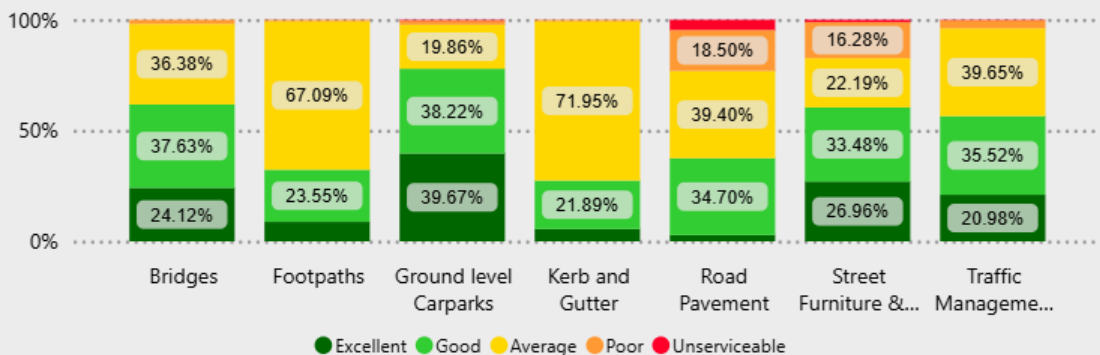
The following pages provide a visual representation of essential information about the current state of Council's assets in each of the four major asset groups including the required and actual budgets, condition distribution and the proposed budget breakdown for each category.

Roads Infrastructure Portfolio

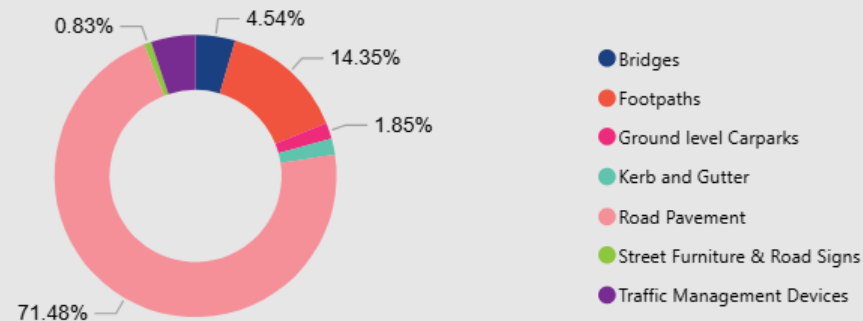
Current Replacement Cost
2,321,316,742.56
Current Average Annual Budget
38,575,559.24
Requried Average Annual Budget
63,533,608
Average Annual Renewal Gap
24,958,049.08
Unfunded Renewal
155,809,788
Average Condition
2.69

Asset Category	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget	Unfunded Renewal	Annual Depreciation
Bridges	90,628,986.43	64,111,856	1,751,711.06	2,885,053	781,403	-1,013,546
Footpaths	439,865,919.43	257,593,781	5,535,710.29	9,117,266	1,406,258	-6,984,050
Ground level Carparks	27,699,346.88	19,975,450	712,817.49	1,174,004	336,253	-1,028,073
Kerb and Gutter	516,052,498.43	295,642,400	720,400.65	1,186,494	1,625,917	-6,386,918
Road Pavement	1,050,942,484.79	609,925,025	27,572,387.14	45,411,480	146,142,669	-21,024,029
Street Furniture & Road Signs	27,042,589.88	15,585,824	318,492.92	524,555	2,313,056	-1,657,249
Traffic Management Devices	169,084,916.74	107,534,841	1,964,039.68	3,234,756	3,204,231	-4,088,228

Condition Distribution



Budget Breakdown (Average 10 Years)

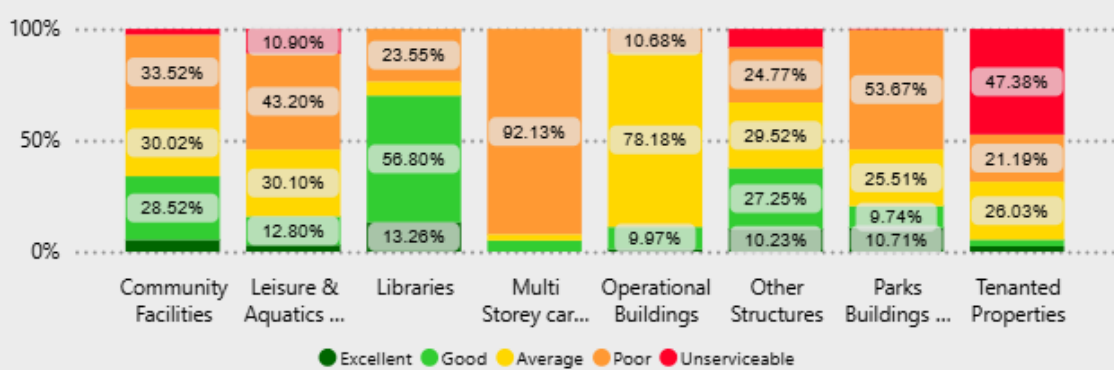


Building & Other Structures Infrastructure Portfolio

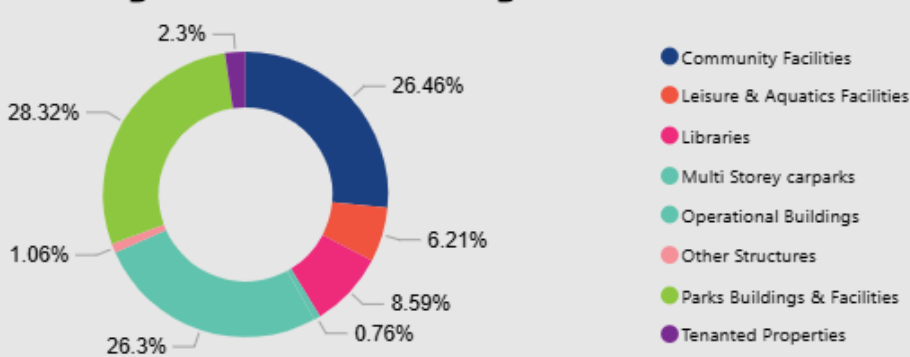
Current Replacement Cost	925,824,802.62
Current Average Annual Budget	26,019,270.13
Required Average Annual Budget	35,141,940
Average Annual Renewal Gap	9,122,669.40
Unfunded Renewal	166,851,930
Average Condition	3.05

Asset Category	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget	Unfunded Renewal	Annual Depreciation
Operational Buildings	273,033,000.00	137,720,774	5,687,143.90	9,243,370	14,580,003	-8,287,081
Parks Buildings & Facilities	209,278,959.39	98,206,110	6,124,082.42	9,953,531	56,934,341	-6,746,644
Community Facilities	169,922,000.00	84,816,899	5,720,279.91	9,297,227	32,858,244	-5,194,953
Libraries	119,757,000.00	75,425,731	1,856,257.91	3,016,994	14,102,986	-3,059,963
Other Structures	45,623,803.88	31,133,800	219,676.22	372,941	1,899,960	-1,545,113
Multi Storey carparks	53,704,000.00	17,172,080	164,253.65	266,963	24,738,748	-783,939
Leisure & Aquatics Facilities	38,745,197.00	14,928,065	5,749,642.29	2,181,617	12,600,301	-1,218,483
Tenanted Properties	15,760,842.35	3,758,347	497,933.84	809,297	9,137,348	-866,893

Condition Distribution



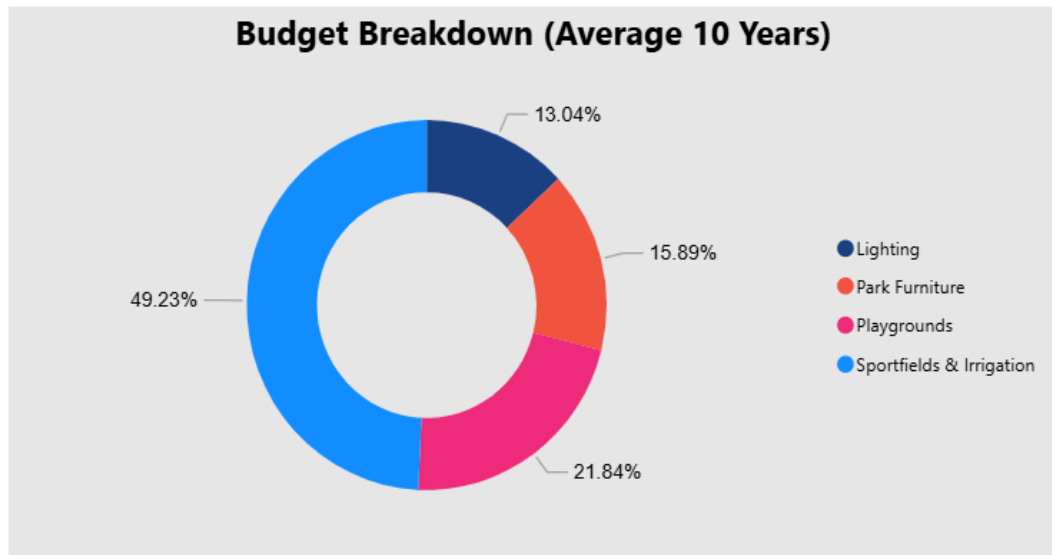
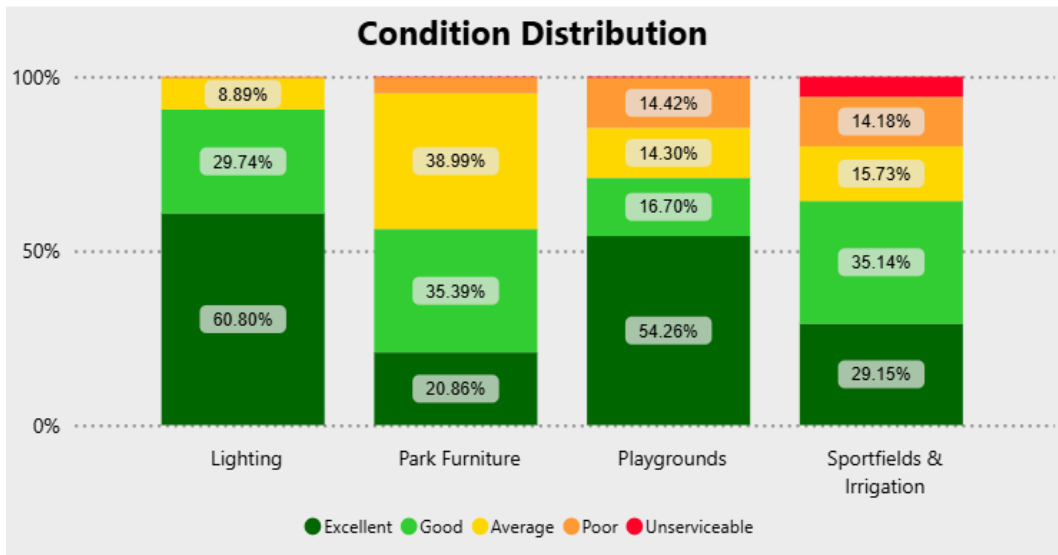
Budget Breakdown (Average 10 Years)



Open Space & Recreation Infrastructure Portfolio

Current Replacement Cost
253,478,153.99
Current Average Annual Budget
7,361,884.93
Required Average Annual Budget
17,456,489
Average Annual Renewal Gap
10,094,604.46
Unfunded Renewal
17,940,945
Average Condition
2.13

Asset Category	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget	Unfunded Renewal	Annual Depreciation
▲						
Lighting	34,034,242.48	25,723,566	1,398,201.72	2,275,649	83,416	-1,146,496
Park Furniture	78,853,892.45	44,979,018	1,704,174.53	2,773,637	1,676,210	-2,940,217
Playgrounds	41,446,101.39	28,929,077	2,342,665.14	3,812,815	2,681,267	-2,129,477
Sportfields & Irrigation	99,143,917.66	56,610,354	1,916,843.53	8,594,389	13,500,052	-3,354,812

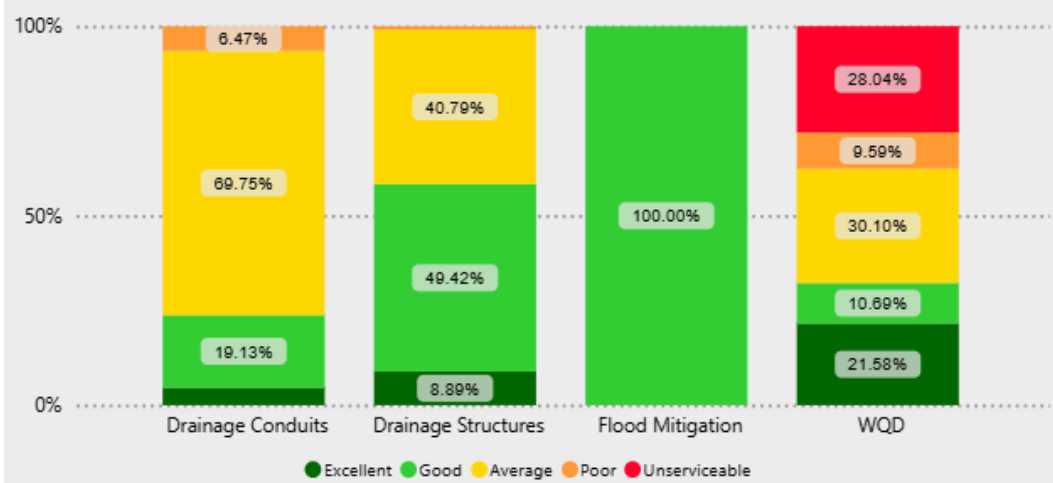


Stormwater Infrastructure Portfolio

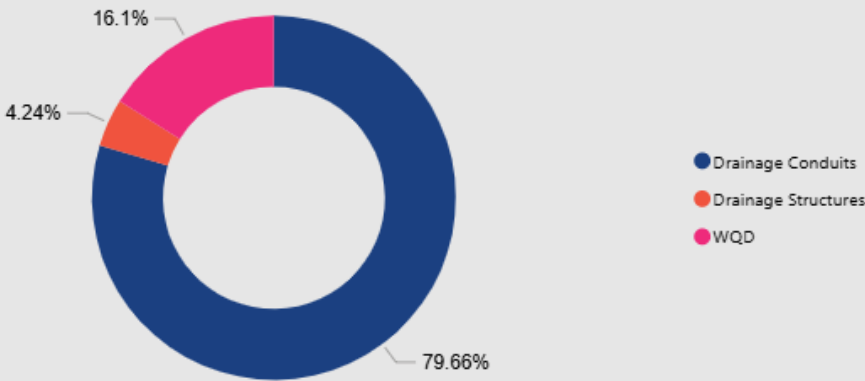
Current Replacement Cost
977,884,285.42
Current Average Annual Budget
4,474,067.22
Required Average Annual Budget
7,288,038
Average Annual Renewal Gap
2,813,970.44
Unfunded Renewal
35,137,122
Average Condition
2.73

Asset Category	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget	Unfunded Renewal	Annual Depreciation
▲						
Drainage Conduits	818,221,513.33	452,284,698	3,564,087.45	5,805,725	26,745,592	-7,273,692
Drainage Structures	130,584,746.59	72,008,366	189,579.12	308,815	967,950	-1,267,661
Flood Mitigation	4,490,762.49	2,792,051	0.00	0	14,947	-44,004
WQD	24,587,263.02	10,720,030	720,400.65	1,173,498	7,408,632	-411,735

Condition Distribution



Budget Breakdown (Average 10 Years)



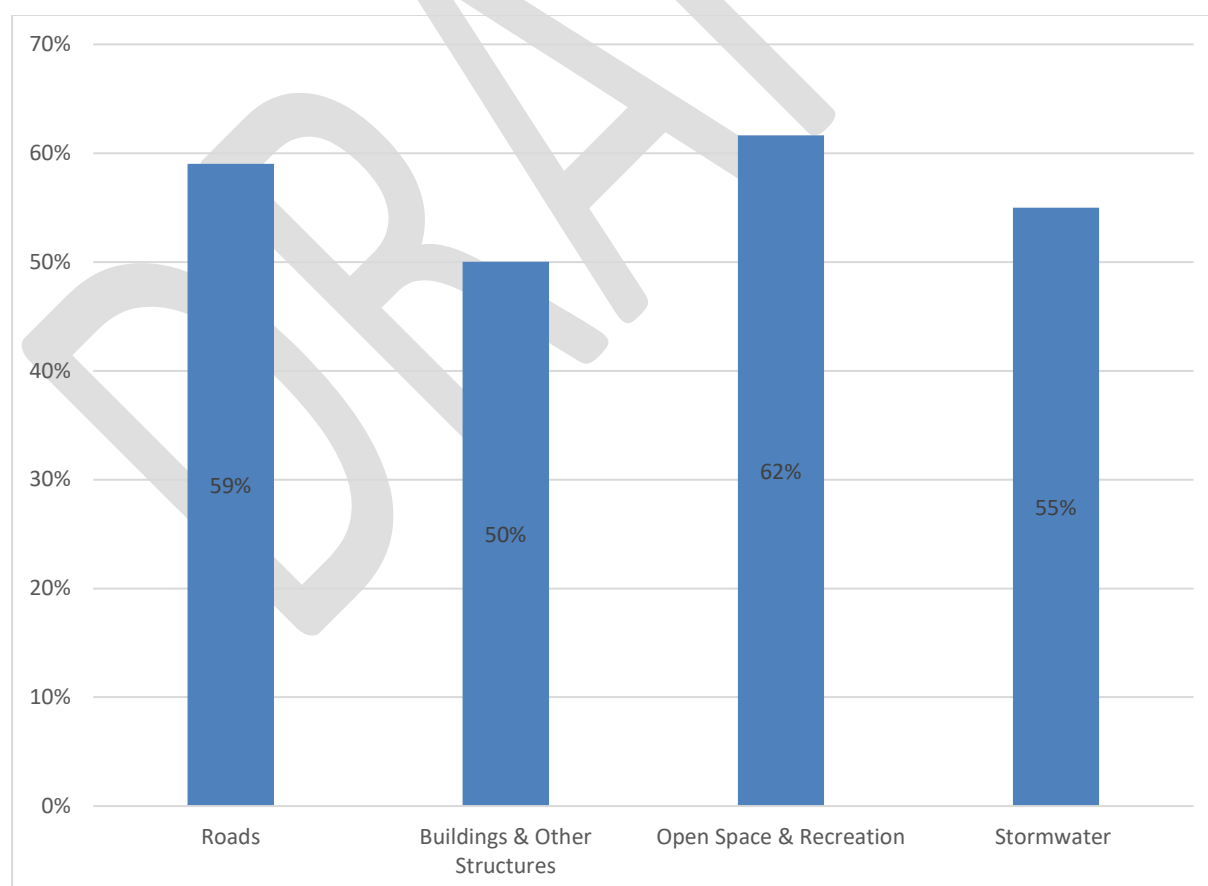
3.4 Asset Consumption Ratios

The Asset Consumption Ratio (being the depreciable Written Down Value or WDV divided by the depreciable Gross Replacement Cost) is an indicator of the potential level of service remaining in an infrastructure group. A higher percentage indicates that a greater future service potential is available to the community.

For large collections of assets that are kept in services on an ongoing basis (like roads and buildings) the Consumption Ratio is also an indicator of the average asset group condition, and it may also indicate how well an asset group is being managed.

In simple terms, ratios above 60% indicate the asset group's remaining service potential is high, and the average group condition is satisfactory (like in the case of roads and open space and recreation assets). Provided that enough funding is maintained in the future, the group will continue to provide service at planned levels and will remain in a satisfactory condition (this is optimal or near optimal lifecycle management).

Ratios significantly lower than 60% tend to indicate the group's service potential is not meeting planned levels and that some assets in the group are below optimal condition – it is likely that the additional funding will be required to address the situation (e.g. buildings and stormwater).



The asset consumption ratios of Council's are shown in Figure 3 - Asset Consumption Ratios.

Figure 3 - Asset Consumption Ratios

3.5 Renewal Gap and Unfunded Renewals

Two broad measures are commonly used to quantify the sufficiency of ongoing infrastructure asset management funding. These measures are referred to as:

- **The Renewal Gap:** A positive Renewal Gap indicates that the Council is more than adequately funding asset renewal expenditures, and the average condition of the asset group will improve over time. A negative Renewal Gap indicates insufficient asset renewal funding, and the average condition of the Asset Group will deteriorate over time and there may not be sufficient funds in the future to replace the assets when they reach the end of their useful lives.
- **Unfunded Renewals:** The total cost of all asset treatments (maintenance and component/asset renewals) due or past due at the date of action, calculated by estimating the cost of 50% of assets in Condition 4 and 100% of assets in Condition 5 that need to be replaced.

A summary of the Renewal Gap and Unfunded Renewals is shown in Table 3 and a detailed breakdown is provided in Attachment B. The Current Average Annual Budget figures provided in this report are from the current LTFP (Base Case, includes adopted Special rate variation -SRV). The figures shown are the average over the 10 years of the LTFP for the costs budgeted for infrastructure renewal including the maintenance gap.

Table 5 shows that for all four major Asset Groups the Current Average Annual Budgets are insufficient and have Renewal Gaps and/or Unfunded Renewals. In addition to this, Table 5 shows the condition profiles of the four major Asset Groups.

These profiles are reasonable with most assets in Condition 3 or better with a small number of unfunded renewals. Nonetheless, if medium term action (over the next 10 years) is not taken to address the asset maintenance and renewal expenditure shortfall, the situation will deteriorate.

The AMS raises several warnings which have been considered in the Financial Management Strategy and LTFP. Those issues include:

- the increasing cost of maintaining and renewing our assets.
- funding the annual “renewal gap” – the difference between what we can afford to allocate towards maintaining and renewing our assets and what is required. Even with the current SRV, the renewal gap is still estimated to be around \$82.4 million by 2035/36.
- Unfunded renewal – funding assets which have deteriorated to the point where they should have already been replaced. Similarly, this figure is currently estimated to be around \$344 million. If Council were to continue funding the replacement of assets at the level prior to the current approved SRV then the unfunded renewal cost would increase by around \$680 million in 10 years and a staggering amount of \$1.5 billion in 20 years; and
- funding new assets – both to accommodate growth throughout our city and meet growing community expectation.

Table 3 - Estimated Infrastructure Asset Group Renewal Gap and Unfunded Renewal Totals, June 2025

Asset Management Group	Current Replacement Cost	Written Down Value	Required Average Annual Budget (10 year)	Current Average Annual Budget (10 year)	Annual Renewal Gap	Unfunded Renewal
Roads	\$2,321,316,743	\$1,370,369,176	\$63,533,608	\$38,575,559	\$24,958,049	\$155,809,788
Buildings & Other Structures	\$925,824,803	\$463,161,806	\$35,141,940	\$26,019,270	\$9,122,669	\$166,851,930
Open Space & Recreation	\$253,478,154	\$156,242,015	\$17,456,489	\$7,361,885	\$10,094,604	\$17,940,945
Stormwater Drainage	\$977,884,285	\$537,805,145	\$7,288,038	\$4,474,067	\$2,813,970	\$35,137,122
Total Assets	\$4,478,503,985	\$2,527,578,142	\$123,420,075	\$76,430,782	\$46,989,293	\$375,739,784

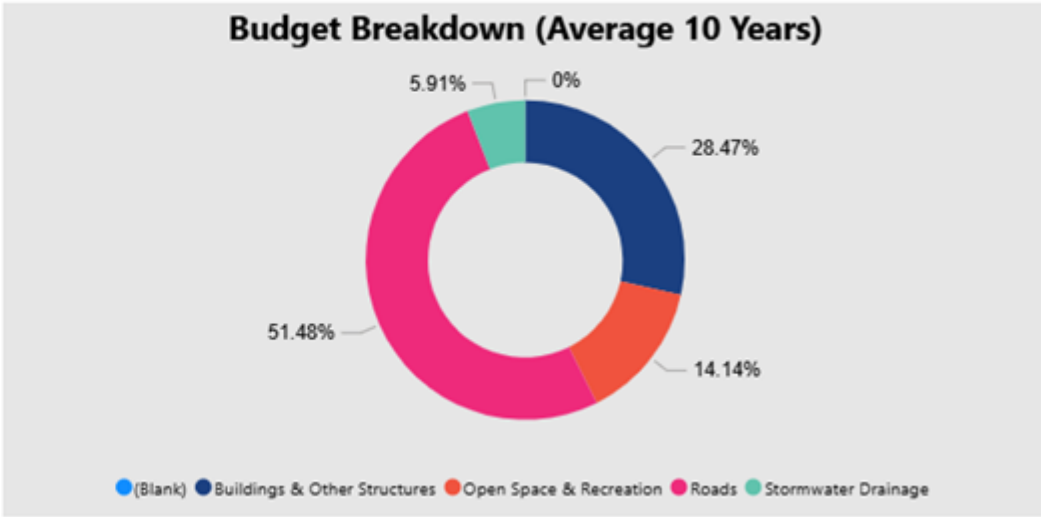
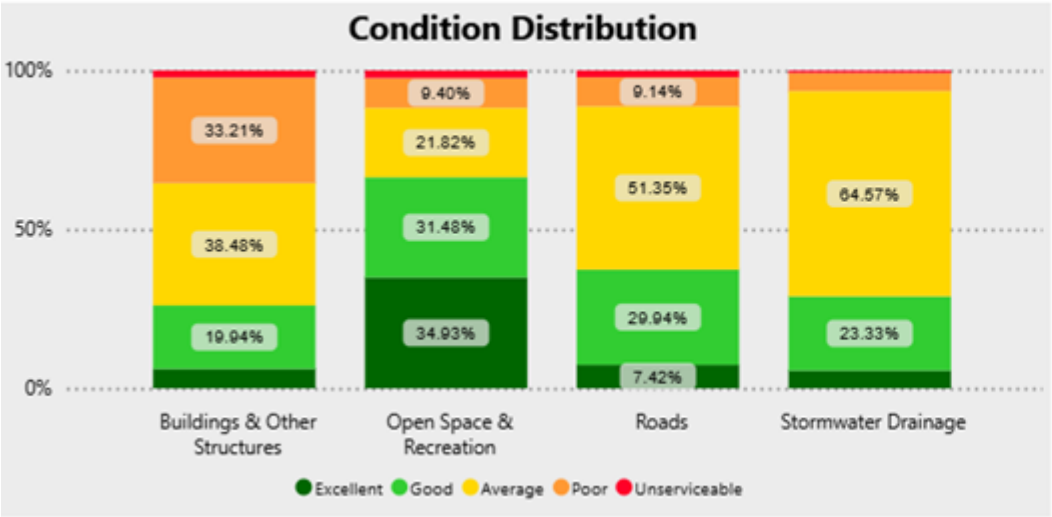
Table 4 - Estimated Infrastructure Asset Group GRC Weighted Condition Percentages, June 2025

Asset Management Group	Current Replacement Cost	Average Condition	Condition 1 (%)	Condition 2 (%)	Condition 3 (%)	Condition 4 (%)	Condition 5 (%)
Roads	\$2,321,316,743	2.69	7.42%	29.95%	51.35%	9.14%	2.14%
Buildings & Other Structures	\$925,824,803	3.05	6.14%	19.94%	38.48%	33.21%	2.23%
Open Space & Recreation	\$253,478,154	2.13	34.93%	31.48%	21.82%	9.40%	2.38%
Stormwater Drainage	\$977,884,285	2.73	5.62%	23.33%	64.57%	5.78%	0.70%
Total Assets	\$4,478,503,985	2.74	8.30%	26.50%	49.90%	13.40%	1.90%

State of Major Assets Infrastructure Portfolio

Current Replacement Cost
4,478,503,985.59
Current Average Annual Budget
76,430,782.52
Required Average Annual Budget
123,420,076
Average Annual Renewal Gap
46,989,294.38
Unfunded Renewal
375,739,784
Average Condition
2.74

Asset Group	Current Replacement Cost	Written Down Value	Current Average Annual Budget (10 year)	Required Average Annual Budget	Unfunded Renewal	Annual Depreciation
Stormwater Drainage	977,884,285.42	537,805,145	4,474,067.22	7,288,038	35,137,122	-8,997,091
Roads	2,321,316,742.56	1,370,369,176	38,575,559.24	63,533,608	155,809,788	-42,182,093
Open Space & Recreation	253,478,153.99	156,242,015	7,361,884.93	17,456,489	17,940,945	-9,571,001
Buildings & Other Structures	925,824,802.62	463,161,806	26,019,270.13	35,141,940	166,851,930	-27,703,068



3.6 Critical Assets

Critical assets are those that, in failure mode, pose significant financial, environmental, and social risks that impact the council's ability to achieve its organisational objectives. These assets require proactive management to prevent failure and mitigate risks.

Council utilises a number of criteria to identify critical assets based on their failure modes and the impact to the community, Table 5 below shows the determination used.

Table 5 – Criteria, Failure modes and Impacts of Critical Assets

Critical Asset Group	Criteria	Failure Modes	Impacts
Roads	Road Sections in Flooding Zones or Road Sections in Bushfire zones or Road Sections Leading to Depots or Regional Road Sections	Pavement failure due to water ingress. Structural degradation from extreme heat/fire. Traffic disruption due to asset failure. Scouring/erosion from flood events.	Road closures affecting emergency response times. Increased accident risk Higher maintenance costs. Business and transport disruptions. Impact to residents evacuating leading to endangerment
Footpaths	Footpaths in City Centres or Footpaths near Health Centres or Footpaths near large Public transport centres	Pavement heaving/cracking causing trip hazards Water pooling leading to accessibility issues Structural deterioration due to heavy pedestrian traffic.	Increased risk of pedestrian injuries Liability claims against council Accessibility challenges for vulnerable populations.
Bridges	Vehicular Bridges or Pedestrian/shared Bridges in Road Reserves or on mayor shared path routes out of road reserves	Structural failure (corrosion, load stress, aging materials). Deck deterioration reducing safety Scouring/erosion of foundations.	Road/shared path closures and detours Increased congestion and travel delays High-cost emergency repairs.
Buildings	Administration Centres or Works Depots or Swim Centre Plant Rooms or Treatment Plants or Leisure and Aquatics centres or Children facilities or Libraries	Structural failure (fire, extreme weather, deterioration) HVAC/electrical system failure Water damage or contamination risk Security breaches (vandalism/theft).	Operational disruption to council services Public safety risks Legal and compliance issues Loss of essential public services. Environmental impacts
Multi Storey Carparks	All Multi Storey Carparks	Structural failure or major defects that renders the building inoperable	Unplanned closure of Multi Storey Carparks will cause traffic disruptions around the carpark Local businesses operation disruptions Public Safety Risk
Stormwater Drains	Stormwater Conduits in Flood Zones Stormwater Conduits with Diameter >=1500mm Stormwater Conduits in Town Centres Stormwater Conduits under high traffic roads	Pipe collapse or blockages causing flooding Debris buildup reducing hydraulic capacity Structural deterioration from corrosion/ground movement.	Increased flood risk to properties and roads. Forming of sink holes Damage to private and public assets Environmental contamination. Vehicular and Pedestrian Accidents Damage to council Assets

Water Quality Devices	All Physical Devices	Blockages reducing effectiveness Structural failure due to sediment buildup Overtopping leading to pollutant discharge.	Increased pollution in waterways. Compliance breaches (EPA/environmental regulations) Public health risks (e.g., contamination of recreational water bodies).
------------------------------	----------------------	---	---

Playgrounds	Play Level 1 Playgrounds or Play Level 2 Playgrounds	Structural failure of play equipment Surface deterioration causing trip hazards	Increased injury risk to children Legal liability for council Negative community perception.
Sports fields	State or Regional/City wide Level Sports fields	Operational failure, poor-quality or unusable playing surfaces during drought	Accelerated deterioration, loss of service, human injury, and negative public perception
Lighting	All Sportsfield Lighting	Structural failure or major defects leading to collapse	Loss of service, potential human injury, and property damage
Park Furniture	All Flag Banner Poles	Structural failure or major defects leading to collapse	Loss of service, potential human injury, and property damage

Council has a substantial portfolio of Critical Assets with a summary set out in Table 6 below (note this is NOT all assets).

Table 6 – Summary of Critical Asset infrastructure

Critical Asset Group	Number of Assets that meet critical criteria	Current Replacement Cost of Critical Assets	Equates to Percentage of Portfolio by value (Based on the total cost of Asset)
Roads (segments)	566	\$ 315,484,194.80	32.6%
Footpaths	954	\$ 56,803,778.99	14.3%
Bridges	56	\$ 61,214,052.59	80.8%
Buildings	76	\$ 202,523,194.91	29.1%
Multi Storey Carparks	7	\$ 41,556,900.00	100%
Stormwater Drains (between pits)	4887	\$ 171,553,614.70	18.4%
Water Quality Devices	91	\$ 15,839,458.03	76.5%
Playgrounds	84	\$ 19,326,675.80	54.3%
Sportsfields	93	\$ 11,059,886.89	25.2%
Sportsfield Lighting	637	\$ 18,170,212.92	38.0%
Park Furniture	97	\$ 147,600.00	0.8%

Council employs a range of management practices to ensure critical assets remain operational and fit for purpose in delivering essential services. Cyclic inspections are conducted either by Council staff or through external contractors when specialist knowledge, equipment, or risk mitigation strategies are required. This approach ensures that critical assets are maintained effectively, balancing internal expertise with external technical support where necessary.

Table 7 – Management Practices for Critical Asset infrastructure

Critical Asset Group	Management Practice	Inspection Frequency
Roads	Inspections conducted by, Road Operations Officers, Consultants, and Asset AI. If defects are identified, a works order is raised, with remedial works scheduled per Council's CRM response timeframes. Priority defects (e.g., potholes, structural failures) are escalated for urgent repair.	Every 2 weeks (Asset AI). Ad hoc (Road Operations Officers). Every 5 years (Consultant-led condition assessments).
Footpaths	Inspections conducted by MDR Officers, Road Operations Officers, and Consultants. Defects such as cracking, heaving, accessibility obstructions, and trip hazards trigger work orders.	Quarterly inspections (MDR Officers). Ad hoc inspections (Road Operations Officers, as required). Every 5 years (Consultant condition audits).
Bridges	Inspections by Road Planning Staff and Consultants, following Austroads Bridge Inspection Guidelines. Load capacity, material degradation, structural stress, scouring, and traffic safety evaluated. Works orders raised for structural repairs, load restrictions, or rehabilitation works.	Biannual inspections (Routine checks by trained Council engineers). Every 5 years (Consultant-led structural assessments).
Buildings	Inspections performed by Operating Staff, Maintenance Staff, and Consultants. Routine inspections ensure compliance with building safety regulations (fire, structural, HVAC, electrical, security). Work orders are raised for any identified defects, and repairs follow Council's CRM response timeframes.	Annual inspections (Internal Staff). Every 5 years (Consultants for structural & compliance reviews).
Multi Storey Carparks	Inspections performed by Operating Staff, Maintenance Staff, and Consultants. Routine inspections ensure compliance with building safety regulations (fire, structural, HVAC, electrical, security). Further Inspections to verify pavement condition Work orders are raised for any identified defects, and repairs follow Council's CRM response timeframes.	Annual inspections (Internal Staff). Every 5 years (Consultants for structural & compliance reviews).
Stormwater Drains	Inspections conducted by Council Maintenance Staff, Stormwater Planning Staff, Contractors, and CCTV inspections. Defects such as blockages, structural failures, sediment accumulation trigger a work order per Council's CRM response framework.	Biannual inspections (Routine contractor checks). Ad hoc inspections (Following major storm events, resident complaints). Every 5 years (Comprehensive condition assessments by consultants).

Water Quality Devices (WQD)	Inspections conducted by Council Maintenance Staff, Stormwater Planning Staff, and contractors Gross Pollutant Traps (GPTs) assessed for blockages, sediment build-up, and operational efficiency. Works orders raised for cleaning, maintenance, or replacement based on risk level.	Every 6 months (Routine contractor inspections). Every 5 years (Comprehensive consultant review).
Playgrounds	Inspections by Contractors or MDR Staff to ensure compliance with AS 4685 Playground Safety Standards. Wear-and-tear, equipment failure, surfacing issues, and structural integrity are checked. Work orders raised for any identified safety hazards, with urgent repairs prioritised.	Quarterly inspections (Routine safety checks). Every 5 years (Comprehensive consultant audits).
Sportsfields	Inspections by Council Maintenance Staff and Consultants. Wear-and-tear, surfacing issues, and other issues are identified. Work orders raised for any identified safety hazards, with urgent repairs prioritised.	Annual inspections (Internal Staff). Every 5 years (Comprehensive).
Sportsfield Lighting	Inspections by Council Maintenance Staff and Consultants. Wear-and-tear, equipment failure, surfacing issues, and structural integrity are checked. Work orders raised for any identified safety hazards, with urgent repairs prioritised.	Bi-Annual inspections (Routine safety checks). Every 5 years (Comprehensive consultant audits).
Park Furniture	Inspections by Council Maintenance Staff and Consultants. Wear-and-tear, equipment failure, surfacing issues, and structural integrity are checked. Work orders raised for any identified safety hazards, with urgent repairs prioritised.	Bi-Annual inspections (Routine safety checks). Every 5 years (Comprehensive consultant audits).

Council manages a large and high-value portfolio of critical assets that are essential to community safety, service continuity, and Council operations. Clear criteria, regular inspections, and risk-based maintenance practices are in place to reduce the likelihood and impact of asset failure. Ongoing investment and proactive management are required to ensure these critical assets remain safe, reliable, and fit for purpose over the long term.

4 Managing our Assets

4.1 Asset Planning

Asset Planning is a strategic process focused on confirming the required services from customers and determining the most effective solution to meet these needs. This can involve asset-based solutions, demand management, or a combination of both. The responsible asset planning units collaboratively identify service gaps and areas of future growth, ensuring that solutions are devised to address current and anticipated needs.

Once a solution is identified, a business case is developed to support the proposed approach. Following this, the approved solution is incorporated into the Operational Plan through the Project Management Framework (PMF), ensuring alignment with long-term planning goals and community needs.

4.2 Levels of Service

In asset management, Levels of Service (LoS) are central to aligning community expectations with the technical delivery of services. They define what the community needs and values from the assets Council manages and monitors how these needs are achieved through operational and maintenance practices.

LoS are broadly categorised into:

- **Community Levels of Service (CLoS):** CLoS describe the quality, function, and experience that the community expects from its infrastructure. These are typically informed by community consultation, surveys, strategic priorities, and feedback mechanisms. They relate to aspects such as safety, accessibility, functionality, aesthetics, and reliability. For example, the community may expect that footpaths are smooth and safe, parks are clean and accessible to people with disabilities, and public toilets are well-maintained and hygienic.
- **Technical Levels of Service (TLoS)** translate these community expectations into measurable standards that asset managers and service providers can monitor and deliver. TLoS include specific performance indicators such as asset condition grades, response times to defects, compliance with legislative standards, and availability metrics. For example, Council may set that potholes in high-traffic roads are repaired within 72 hours.

Both CLoS and TLoS are tightly integrated into asset lifecycle activities. During the planning and acquisition phase, assets are scoped and designed to meet both the functional needs of the community and the technical standards required for long-term sustainability and compliance.

Operational and maintenance activities are guided by TLoS to ensure assets remain in serviceable condition while addressing community expectations on usability and presentation. As assets age and deteriorate, renewal and upgrade decisions are based on whether current LoS are still being met. Assets that fall below acceptable standards and can no longer be cost-effectively upgraded are considered for disposal, ensuring resources are allocated efficiently.

In essence, LoS provide the bridge between what the community values and what the organisation can deliver through technical and financial means. They are a critical foundation for decision-making, budgeting, and resource prioritisation across all stages of the asset lifecycle, ensuring infrastructure remains safe, functional, and aligned with community needs.

4.3 Asset Lifecycle

The International Infrastructure Management Manual defines the life cycle of an asset as “the time interval that commences with the identification of the need for an asset and terminates with the decommissioning of the asset or any liabilities thereafter.” The following diagram shows the typical asset lifecycle.



Figure 4 - Asset Lifecycle (IIMM 2015)

Lifecycle costs (or whole of life costs) are the average annual costs required to maintain service levels over the longest possible asset life. Acquisition, operations, maintenance, renewal and disposal expenditure are all included in the lifecycle cost.

Lifecycle costs can be compared to the lifecycle funds allocated in the financial plan to provide a measure of service sustainability. The lifecycle planned budget includes annualised expenditure for acquisition, operations, maintenance, and capital renewal. The lifecycle planned budget may change

depending on the timing of asset renewals.

Gaining a clear understanding of the scale and timing of any required increases in expenditure, and the potential service impacts if sufficient funding is not available, will support informed decision-making and the delivery of financially sustainable services to the community. The overarching objective is to align and integrate asset management strategy with the Long-Term Financial Strategy.

4.3.1 Asset Funding

Assets can be built or repaired in a number of ways as their condition indicates the need for remediation:

- **Asset Maintenance:** involves stopping assets from deteriorating by completing remediation work. As assets deteriorate, the routine maintenance needs to increase (e.g. more pothole patching, pipe repairs and crack sealing).
- **Asset Renewal:** Renewal refers to replacing the existing asset like for like and returning the asset or its worn-out components to as new condition.
- **Asset Upgrades:** Refers to the process of improving or enhancing an asset's capacity, functionality, or quality. Examples include road widening.
- **New Assets:** A new asset refers to any newly acquired or constructed asset to enhance the services delivered to the community.
- **Asset Disposal:** Is an option when the service is no longer required or when the asset becomes less economical than other methods of delivering the service. Currently, careful consideration is made by planning teams and other departments to make redundant or dispose of assets.

Council's annual budget set out in the Operational Plan is spent across its key services and projects to be delivered throughout the year. Spending is divided into Operational and Capital Expenditure:

- **Operational Expenditure:** Includes the expenses to maintain the day-to-day operations of Council. This includes everyday services like waste collection and compliance, but it also includes the day-to-day **maintenance** of Council's assets.
- **Capital Expenditure:** Includes the expenses to **renew, upgrade and create new** tangible assets that will be used over an extended period.

Council uses modelling tools and internal prioritisation criteria to create a Rolling Works program for a 4-year period aligned with the Delivery Program and a 10-year period aligned with the Long-Term Financial Plan.

4.3.2 Asset Operations and Maintenance

Planned maintenance and operational activities have been established for the majority of assets to ensure their ongoing functionality and upkeep. Routine maintenance is prioritised for critical assets of higher importance, ensuring that these assets continue to meet elevated service levels. Specific operational and maintenance activities, along with associated responsibilities, are clearly defined in dedicated policies and plans, which serve as a guide to maintain asset performance and longevity across the organisation.

Performance relates to the ability of the asset to meet target levels of service and condition reflects

the physical state of the asset. Asset condition and performance information drives future programs.

Council carries out inspections of the asset's condition and maintains data in a corporate asset data base. In line with the comprehensive revaluation of certain specialised assets, council engage a certified valuer to carry out condition audit every 5 years. The specific comprehensive inspection and revaluation schedule is detailed in Attachment D. These inspections serve as the foundation for the current Rolling Capital Works program.

4.3.3 Asset Acquisition and Renewal (Capital Works)

Council plans and delivers capital works programs to ensure infrastructure assets are renewed or acquired at the right time to meet service needs and manage risks. Asset renewal is prioritised to maintain existing assets in a safe and serviceable condition, while new asset acquisition is undertaken where required to support growth, changing community needs, or improved service outcomes.

Decisions on capital works are informed by asset condition, performance, risk, and levels of service, and are guided by Council's asset management plans and long-term financial planning. Clear processes are in place to evaluate, prioritise, and approve capital projects, ensuring consistency and alignment with Council's strategic objectives. This approach supports sustainable investment in infrastructure and helps ensure community assets continue to deliver reliable and cost-effective services over their intended life.

5 Asset Management Maturity

5.1 Council's Asset Management Maturity

Asset Management Maturity is the level or ability of the Council to achieve contemporary best practice asset management. In general terms, contemporary best practice asset management for the Council means the following:

- We know what we own or have responsibility or legal liability for.
- We have recorded these assets in a corporate asset register down to an identifiable level and our valuations are reported at a component level.
- We monitor the condition, functionality, capacity, performance, utilisation, and costs of assets down to the managed component level and aggregate this data up to give outputs of cost and performance at the portfolio levels.
- We understand and have recorded the current levels of service in terms of reliability, repeatability and quality of service as well as our responsiveness to any asset failures.
- We understand the likely future levels of service required based on population growth, demographic changes and community expectations.
- We understand the long term (10 years plus) funding needs of our city to meet customer expectations in both capital and maintenance expenditure.
- We monitor and report on the condition, performance and functionality of our assets against prescribed service levels and regulatory requirements.
- We have uniform processes across our whole organisation for the evaluation of any investment in capital works (new/upgrade, renewal/rehabilitation), maintenance and operations.
- We have a consistent method of developing annual needs-based budgets; and
- We regularly report and compare actual performance against planned performance – costs, service levels and responsiveness.

5.1.1 How we measure Asset Management Maturity

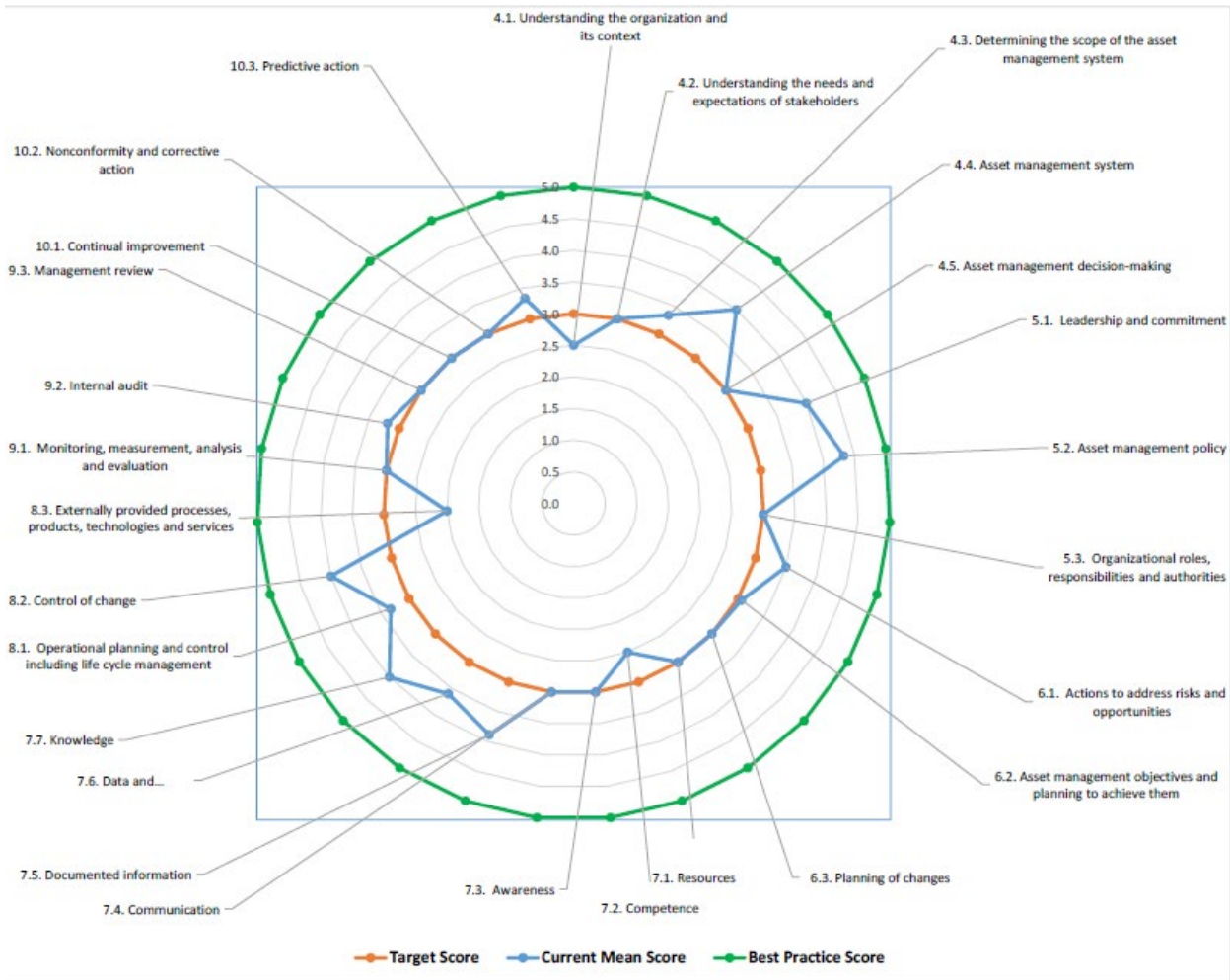
27 Core Asset Management Elements have been developed to assess compliance with *International Standards for Asset Management – ISO55000* suite of documents and *the Global Forum on Maintenance & Asset Management (GFMAM)* Landscape competency elements.

To assess Council's competency across these 27 elements, Council engaged an external consultant to undertake an independent assessment of its Asset Management maturity in 2024-25. The assessment involved a comprehensive review of Council documentation, existing processes, and structured interviews with relevant staff.

The findings were evaluated by experienced assessors with expertise in best practice asset management, who considered both the documented evidence and the practical application of asset management principles across the organisation.

As shown below, Council is above 80% of targets in all assessment areas apart from "Externally provided services" sitting at 67% of target.

Figure 4 - Asset Management Maturity Spider Diagram



The following Asset Management Improvement Plan outlines the actions required to address the gaps identified and further enhance Council's asset management capability. Council's Asset Management maturity will be reassessed in future financial years to evaluate the effectiveness of these initiatives and determine the extent of improvement achieved since the original assessment conducted in 2024-25.

5.2 Priority Actions

The City of Canterbury Bankstown has made substantial progress in establishing Strategic Asset Management (SAM) as shown by the Maturity score. Nonetheless, the asset management journey continues and there is still much to be done. The following Strategic Actions have been identified:

Strategy 1-AM Planning & Reporting				
Improvement Action Description	2026	2027	2028	2029
Update the Asset Valuation Manual and the supporting Asset Assessment Manuals and undertake asset revaluations in line with the asset revaluation schedule				
Revise and update the Asset Management Strategy ensuring alignment with and enabling the development of the CSP and Delivery Program				
Review/Update AMPs aligned to Council objectives				
Review and update performance measures in AMPs; introduce measurable KPIs.				
Perform CPI Assessment of the Asset Classes and provide the relevant documents to the auditors				

Strategy 2-Integrating AM Across Organisation				
Improvement Action Description	2026	2027	2028	2029
Strengthening whole of life Asset Management Planning in the development of the project business cases through the PMO				
Revise and update the AM Policy to provide a framework for setting AM objectives.				
Review asset "close-out" practices to ensure asset data from completed works is captured in asset register (internal and external works).				
Improve line-of-sight between the City's corporate plans and Asset Management Strategy.				
Improve AM Policy awareness				
Develop strategies to improve the organisational understanding and involvement in Strategic Asset Management				
Collaborate with project stakeholders to develop a 5 year rolling Capital Works Program to be submitted through PMO				

Strategy 3-Developing AM Service Levels				
Improvement Action Description	2026	2027	2028	2029
Document the current asset management service levels				
Collaborate with the City Planning and Transformation team to acquire the most relevant and applicable community consultation results for the four major infrastructure asset groups.				

Strategy 4- AM Data and Systems Development

Improvement Action Description	2026	2027	2028	2029
Support the development of systems and processes to improve the automation of the data collection practices in collaboration with BI and IT team (Refer to Table B1 for completed or current projects)				
Develop asset criticality, hierarchy, and risk frameworks for all assets; integrate into business process manuals.				

Strategy 5-Improving Organisational Capabilities

Improvement Action Description	2026	2027	2028	2029
Assist with the development of interactive reports to support asset owners and decision makers				
Develop a plan to create the organisation's funding prioritisation model for the renewal of existing assets				
Develop and Update the Critical Asset Register and Risk Register for all asset groups including Roads, Open Space, Buildings and Other Structures and Stormwater; integrate into business process manuals				
Utilise business analytics applications such as Power BI and ESRI to enhance sharing data and information internally and externally				

Strategy 6 - AM Financial Modelling and Planning

Improvement Action Description	2026	2027	2028	2029
Review asset infrastructure performance indicators for lifecycle relevance and link to long-term financial plans.				
Review and update asset life cycle modelling for the infrastructure asset classes, integrated planned maintenance influence				
Align life cycle financial modelling with the Long-Term Financial Plan				

6 Responding to, and Informing the Long-Term Financial Plan (LTFP)

6.1 Financial Principles

The **Financial Management Strategy (FMS)** identified several important Strategic Principles and Objectives directly relevant to Asset Management. These are:

Financial sustainability:

Generate sufficient income to fund ongoing services, renew and replace assets, meet future commitments, and maintain sufficient cash levels to support liquidity needs and unplanned events.

Fund infrastructure renewal:

A disciplined approach is undertaken in fully using depreciation for the renewal of assets, informed by asset management plans and the prioritisation of assets in poor condition.

Responsible funding of new community assets:

Surplus funds and other funding sources are sought to meet additional infrastructure needs of the community in a prudent, ethical and responsible manner.

6.2 Long Term Financial Plan (LTFP)

Within the FMS the LTFP sets out the following financial strategy:

Base Case-No Change to Council income or expenditure structure with additional loans to fund Council's Leisure and Aquatic Strategy.

The Base Case incorporates no additional SRV, with a restoration of the rate-peg to base levels. In addition, a \$44 million loan will be obtained in the 2030/31 Financial Year to fund Council's adopted Leisure and Aquatics Strategy.

Based on the above strategy:

- Over the next ten years, an average of \$80.2 million is available for renewing the four major Asset Groups (with variations in actuals from year to year).
- To maintain the \$4.48 billion infrastructure asset stocks in satisfactory condition, an average annual budget of \$127.1 million per annum has been calculated as the funds required to negate the existing renewal gap and resolve most of the unfunded renewals over the 10-year midterm period.
- a 10-year average annual budget for renewal works of \$80.2 million, which includes the existing SRV, council revenue and a loan dedicated to council's Leisure and Aquatics strategy, will not be enough to adequately address the required renewal of Council's infrastructure assets.
- As a result, the average renewal gap is estimated to be \$46.8 million per annum.

6.3 Financial Scenarios set in the Financial Management Strategy

Following workshops, discussions and consultation with Councillors on Council's long-term financial sustainability, Council's LTFP includes several options / scenarios which provide alternate estimated long-term financial paths for our community's information.

These options and scenarios provide key information that Councillors used to both assess and determine its current rating revenue policy and establish the preferred financial path for the City.

That said, and for the purposes of providing a general basis to understanding how Council may approach the matter into the future, the LTFP outlines eight (8) potential financial modelling scenarios (Table 8 below), which assist in explaining what Council's financial performance and position could potentially look like over a 10-year period.

These scenarios were designed to evaluate the asset condition impacts of various long-term funding strategies over a 10-year planning horizon. Each scenario considers the implications on the lifecycle management, unfunded renewal at year 10 and depreciation funded at year 10.

In particular it identifies the impact on the following Management Ratios:

- **Asset Renewals Ratio:** assesses the rate at which these assets are being renewed against the rate at which they are depreciating.
- **Infrastructure Backlog Ratio:** ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.
- **Asset Maintenance Ratio:** ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.

Table 8 – Financial Scenarios identified in the LTFP

Scenario	Scenario Description
1	New SRV to correct the rate-peg budget shortfall set by IPART to fund asset renewals and replacement.
2	- New SRV to correct the rate-peg budget shortfall set by IPART to fund asset renewals and replacement. - New SRV to fund construction of new capital initiatives – \$5 million (\$1 million per ward).
3	- New SRV to correct the rate-peg budget shortfall set by IPART to fund asset renewals and replacement. - New SRV to fund construction of new capital initiatives – \$5 million (\$1 million per ward). - New SRV to fund increased service levels – \$5 million.
4	- New SRV to correct the rate-peg budget shortfall set by IPART to fund asset renewals and replacement. - Increase recurrent fees, charges and other income (\$5 million) and cut discretionary costs, programs and other services (\$5 million) to fund construction of new capital initiatives – \$5 million (\$1 million per ward), and increased service levels – \$5 million.
5	Increase recurrent fees, charges and other income and cut discretionary costs, programs and other services to fund asset renewals and replacement.
6	Cut existing capital asset renewal/replacement funding by \$5 million and fund construction of new capital initiatives – \$5 million (\$1 million per ward).
7	Cut existing capital asset renewal/replacement funding by \$5 million and fund increased service levels – \$5 million.
8	Cut existing asset renewal/replacement funding by \$10M, and fund construction of new capital initiatives – \$5 million (\$1 million per ward) and increased service levels – \$5 million.

6.4 Implications of the Scenario's on Assets

This section details the projected annual renewal budgets required and annual maintenance gap for the infrastructure assets and compares them against the current and proposed long term Financial Plan's scenarios over the next 10 years. The figures have been calculated by estimating the required replacement and maintenance costs to ensure that assets can reach their complete potential service life. These values have been summarised in Table 9 below.

These estimates have been tailored to the requirements of each asset type and have been cost weighted where asset categories in a group have varying effective useful lives. The required budget figures shown are the projected averages for the next 10 years including allowances for inflation. The projected required annual infrastructure budget details from *myPredictor* were utilised in the preparation of the LTFP.

Table 9 - Renewal Gaps Summary of the Long-Term Financial Plan Scenarios ('000)

Summary of Renewal and Maintenance Gap for Various LTFP Scenarios ('000)										
	Required Renewal	Base Case	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8
Average Renewal Budget (10 years)	\$127,123	\$80,262	\$97,815	\$97,815	\$97,815	\$97,815	\$102,495	\$75,118	\$75,118	\$69,974
Average Renewal Gap (10 years)		\$46,861	\$29,308	\$29,308	\$29,308	\$29,308	\$24,628	\$52,005	\$52,005	\$57,149
Average Maintenance Gap (10 years)		\$6,862	\$6,862	\$6,862	\$6,862	\$6,862	\$6,862	\$6,862	\$6,862	\$6,862
Average Renewal and Maintenance Gap (10 years)		\$53,723	\$36,170	\$36,170	\$36,170	\$36,170	\$31,490	\$58,867	\$58,867	\$64,011

Scenario 1 - Base Case with new SRV to correct the rate-peg budget shortfall set by IPART to fund Asset Renewals/Replacement

In this hypothetical scenario, Council adopts a new SRV over two years (2029/30, 2030/31) to correct the rate-peg shortfall between the 2021 SRV and the general rate-peg for NSW, to restore a dedicated general rate revenue stream to fund depreciation up to a level of 80% and utilised for the renewal/replacement of existing Council assets. Further to that a \$44 million loan in the 2030/31 Financial Year is obtained to fund Council's adopted Leisure and Aquatics Strategy.

Asset Implications

- Over the next 10 years the budget shown in Scenario 1 (an average of \$97.8 million) will reduce the existing Renewal funding Gap to \$29.3 million.
- It is predicted this scenario will only partially address the infrastructure assets maintenance and renewal requirements over a 20-year time horizon, with an increased level of unfunded renewals and risk of asset condition deterioration over time.
- Below is the snapshot of key financial indicators at the end of 10-year period
 - Asset Renewals Ratio: 73% (OLG benchmark ≥ 100)
 - Infrastructure Backlog Ratio: 24% (OLG benchmark $< 2\%$)

Scenario 2: Base Case with two new SRVs to correct the rate peg budget shortfall to fund Asset Renewals/Replacement and for new Capital Initiatives

In this hypothetical scenario, council adopts a new SRV over two years (2029/30, 2030/31) to correct the rate-peg shortfall between the 2021 SRV and the general rate-peg for NSW, to restore a dedicated general rate revenue stream to fund depreciation up to a level of 80%. Separately the new SRV is to also annually generate/provide a further \$5 million (\$1 million per Ward) of funding for annual capital initiatives. Further to that a \$44 million loan in the 2030/31 Financial Year is obtained to fund Council's adopted Leisure and Aquatics Strategy.

Asset Implications

- Over the next 10 years the budget shown in Scenario 1 (an average of \$97.8 million) will reduce the existing Renewal funding Gap to \$29.3 million. It is predicted this scenario will only partially address the infrastructure assets maintenance and renewal requirements over a 20-year time horizon, with an increased level of unfunded renewals and risk of asset condition deterioration over time.
- Furthermore, over the next 10 years a portion of the funds will be used to fund capital initiatives of \$1 million annually per ward, with any surplus being dedicated to capital initiatives.
- Below is the snapshot of key financial indicators at the end of 10-year period
 - Asset Renewals Ratio: 73% (OLG benchmark ≥ 100)
 - Infrastructure Backlog Ratio: 24% (OLG benchmark $< 2\%$)

Scenario 3: Base Case with three SRVs to correct the rate-peg budget shortfall set by IPART, to fund Capital Initiatives and to Enhance Service Levels.

This scenario incorporates three new SRVs over two years to:

1. Correct the rate-peg shortfall between the 2021 SRV and the general rate-peg for NSW, to restore a dedicated general rate revenue stream to fund depreciation up to a level of 80%.
2. Fund new capital initiatives \$5 million (\$1 million Per Ward; and
3. Fund Increased Service Levels \$5 million.

Further to that a \$44 million loan in the 2030/31 Financial Year is obtained to fund Council's adopted Leisure and Aquatics Strategy.

Asset Implications

- Over the next 10 years the budget shown in Scenario 1 (an average of \$97.8 million) will reduce the existing Renewal funding Gap to \$29.3 million. It is predicted this scenario will only partially address the infrastructure assets maintenance and renewal requirements over a 20-year time horizon, with an increased level of unfunded renewals and risk of asset condition deterioration over time.
- Furthermore, over the next 10 years a portion of the funds will be used to fund capital initiatives of \$1 million annually per ward. With any surplus being dedicated to capital initiatives.
- Additionally, a further \$5 million annually will be dedicated to enhancing agreed council services, increasing the quality of living within the community and other strategic and operational community outcomes.
- Below is the snapshot of key financial indicators at the end of 10 year period
 - Asset Renewals Ratio: 73% (OLG benchmark ≥ 100)
 - Infrastructure Backlog Ratio: 24% (OLG benchmark $< 2\%$)

Scenario 4: Base Case with SRV to correct the rate peg budget-shortfall set by IPART to fund Asset Renewals/ Replacement, and increased recurrent fees, charges and other income, and cut Discretionary Costs/Programs and Other Services to fund Capital initiatives and increased service levels.

In this hypothetical scenario, council aims to enhance capital initiatives and increased service levels through:

- Correct the rate-peg shortfall between the 2021 SRV and the general rate-peg for NSW, to restore a dedicated general rate revenue stream to fund depreciation up to a level of 80%.
- Increasing recurrent fees and charges/other income beyond the projected fee increase displayed in councils LTFP generating \$5 million Annually; and
- Cutting discretionary services/programs or other services generating \$5 million annually to fund increased service levels.

Asset Implication

- The scenario projects a budget of \$97.8 million per annum with an overall average renewal and maintenance deficit of \$36.2 million per annum over the 10-year period, even with a hypothetical reduction in services.
- Below is the snapshot of key financial indicators at the end of 10-year period
 - Asset Renewals Ratio: 73% (OLG benchmark ≥ 100)
 - Infrastructure Backlog Ratio: 24% (OLG benchmark $< 2\%$)

Scenario 5: Base Case with Increase Recurrent Fees, Charges & Other Income and Cuts to Discretionary Costs/Programs and Other Services to Fund Asset Renewals/Replacement.

In this hypothetical scenario, council aims to identify additional funds from its existing operational funding model to generate/provide funding to restore a dedicated general rate revenue stream to fund depreciation up to a level of 80%, to be utilised for the renewal/replacement of existing Council assets, by:

- Increasing specific fees and charges/other income beyond the projected fee increase displayed in the base case LTFP, generating \$10 million annually; and
- Cutting discretionary services/programs or other services generating \$14 million annually.

Asset Implication

- The scenario projects a budget of \$102.4 million per annum with an overall average renewal gap of \$24.6 million. It is predicted this scenario will only partially address the infrastructure assets maintenance and renewal requirements over a 20-year time horizon, with an increased level of unfunded renewals and risk of asset condition deterioration over time, even with a hypothetical reduction in services.
- Under this scenario Council will remain unable to adequately fund its asset maintenance/renewal requirements, furthermore it is unable to meet the service levels expected by our growing community.
- Below is the snapshot of key financial indicators at the end of 10-year period
 - Asset Renewals Ratio: 72% (OLG benchmark ≥ 100)
 - Infrastructure Backlog Ratio: 22% (OLG benchmark $< 2\%$)

Scenario 6: Cuts to Existing Capital Asset Renewal/Replacement Funding to Fund New Capital Initiatives.

In this hypothetical scenario, council the SRV application has been rescinded by Council in future years, leaving Council with no additional rate income. This Asset Management Model Scenario reflects no change to Council Rating Revenues to provide the required asset renewal funding to meet the 10 or 20-year asset renewal requirements identified in Council's Asset Management Plan, furthermore there is actually a reduction by \$5 million annually utilising existing Council Reserves to supplement any new funding required for Capital Initiatives.

Asset Implications

- Under this scenario, Council is not adequately funding its asset maintenance/renewal requirements, is unable to meet the service levels expected by our growing community and would not be able to fund the adopted Leisure and Aquatics Strategy.
- The Model Scenario
 - Shows an analysis if Council was to shift \$5 million per year from Council Renewal Reserves to Capex Budget; and
 - \$44 million loan to fund Council's Leisure and Aquatic Strategy as per Scenario in 2030/31.
- This scenario will fail to address the existing maintenance and renewal gap and collude in deteriorating existing assets at an accelerated rate. This ultimately impacts the safety and quality of services provided to the community and also challenges the sustainability of asset maintenance and renewal in the future. A total of \$75.1million per annum is estimated as the available funding, resulting in an average renewal and maintenance gap of \$58.9 million per annum over the 10-year period.
- Below is the snapshot of key financial indicators at the end of 10-year period
 - Asset Renewals Ratio: 49% (OLG benchmark ≥ 100)
 - Infrastructure Backlog Ratio: 33% (OLG benchmark $<2\%$)

Scenario 7: Cuts to Existing Capital Asset Renewal/Replacement Funding to Fund increased Service Levels

In this hypothetical scenario council, the SRV application has been rescinded by Council in future years, leaving Council with no additional rate income. This Asset Management Model Scenario reflects no change to Council Rating Revenues to provide the required asset renewal funding to meet the 10 or 20-year asset renewal requirements identified in Council's Asset Management Plan, furthermore there is actually a reduction by \$5 million annually utilising existing Council Reserves to supplement any new funding required for Enhanced Service Levels.

Asset Implications

- Under this scenario, Council is not adequately funding its asset maintenance/renewal requirements, is unable to meet the service levels expected by our growing community and would not be able to fund the adopted Leisure and Aquatics Strategy.
- The Model Scenario
 - Shows an analysis if Council was to shift \$5m per year from Council Renewal Reserves to Opex Budget; and
 - \$44 million loan to fund Council's Leisure and Aquatic Strategy as per Scenario in 2030/31.
- This scenario will fail to address the renewal gap and collude in deteriorating existing assets at an accelerated rate. This ultimately impacts the safety and quality of services provided to the community and challenges the sustainability of asset maintenance and renewal in the future. A total of \$75.1 million per annum is estimated as the available funding, resulting in an average renewal and maintenance gap of \$58.9 million Per annum over the 10-year period.
- Below is the snapshot of key financial indicators at the end of 10-year period
 - Asset Renewals Ratio: 49% (OLG benchmark ≥ 100)
 - Infrastructure Backlog Ratio: 33% (OLG benchmark $< 2\%$)

Scenario 8: Cuts to Existing Capital Asset Renewal/Replacement Funding to Fund both Capital Initiatives and increased Operational service levels.

In this hypothetical scenario Council re-directs \$10 million of existing capital asset renewal/replacement funding towards new capital initiatives (\$5 million) and enhancing existing operational services (\$5 million).

Asset Implications

- The scenario, projects a budget of \$69.9 million per annum with an overall average renewal and maintenance gap of \$64 million per annum over the 10-year period, even with a hypothetical reduction in services.
- Although this model will result in improved services and more capital initiatives initially being provided to the community compared to the base case, due to the limitations in the IPART rate-peg, available funds to be allocated to infrastructure reserves will be reduced, increasing the renewal and maintenance gap to \$64.0 million per annum in comparison to the Base case gap of \$53.7 million per annum which in turn will reduce community services.
- Below is the snapshot of key financial indicators at the end of 10-year period
 - Asset Renewals Ratio: 44% (OLG benchmark ≥ 100)
 - Infrastructure Backlog Ratio: 35% (OLG benchmark $< 2\%$)

6.5 Conclusion

The Scenarios above highlights that reduced funding following the 2021 Special Rate Variation, combined with rising construction and service delivery costs, has created an ongoing shortfall in funding available to renew Council's infrastructure. In the current economic environment, Council is unlikely to be able to invest in asset renewals at the recommended or desired levels, which means more assets will continue to age beyond their optimal life. As a result, the backlog of infrastructure needing renewal is expected to increase over the next ten years. Modelling confirms that without additional long-term funding, it will become increasingly difficult to maintain assets in a satisfactory condition and continue to provide the level of service the community expects.

Importantly, it should be noted that the scenarios outlined in Council's Strategy is not what Council plans and/or intends to do – but merely provide our community with alternate/relevant information regarding Council's long-term financial position over a 10-year period.

7 Attachments

7.1 Attachment A - Definitions

Term	Definition
Accumulated Depreciation	The total cumulated value of how much of an asset's value has been used up over its useful life or life expectancy.
Asset	An asset is an item, thing or entity that has potential or actual value to an organisation. The value will vary between different organisations and their stakeholders, and can be tangible or intangible, financial or non-financial
Asset Backlog	Refers to the accumulation of maintenance, renewal, or upgrade works that are necessary to maintain or improve an assets condition or functionality but are past their due date.
Asset Condition Assessment	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset to determine the need for preventative or remedial action
Asset Group	An asset group refers to an umbrella of assets that have similar characteristics or purpose. For example, "Stormwater Drainage" assets all help to contribute towards
Asset Management	The balancing of costs, opportunities and risks against the desired performance of assets, to archive the organisational objectives. The balancing might need to be considered over different timeframes. Additionally, it enables the application of analytical approaches towards managing an asset over the different stages of its lifecycle
Capital Expenditure	Expenditure which contributes or results in a physical asset
Capital Grants	Monies received from a third party which are generally tied to specific projects
Component	An individual part of an asset which contributes to the composition of the whole and can be separated/attached from the whole. It may also require different types of treatments and have differing useful lives and lifecycle costs
Componentisation	The practice of considering the components of a fixed asset individually, to account for the fact that these components have unique physical and economic lives
Condition	Assessed and given a value on a scale of 1 (new) to 5 (end of life). The Average Condition of a group of assets is the GRC weighted average of all assets in the group.
Current Average Annual Expenditure	An estimate of the current total maintenance and capital works expenditure on the Asset Group, being the annualised present worth of the value of the last 2 years' maintenance and 2 years' capital renewals expenditure.
Depreciation	The systematic allocation of the depreciable amount (service potential) of an asset over its useful life
Fair Value	The amount for which an asset can be exchanged, or a liability settled between knowledgeable, willing parties, in an arm's length transaction
Gross Replacement Cost (GRC) aka Current Replacement Cost (CRC)	The amount it would cost at the revaluation date to acquire or construct a brand- new substitute asset that has comparable utility and no obsolescence. Also referred to as Current Replacement Cost (CRC).

Term	Definition
Infrastructure assets	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycle ways. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and are often have no market value
Level of service	The defined service quality for a particular service from an asset. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Minimum Average Annual Expenditure	The average annual expenditure required to keep the Asset Group in good condition after the Unfunded Renewal (if any) has been addressed.
Reactive maintenance	Unplanned repair work that carried out in response to service requests and management/supervisory directions.
Remaining life	The time remaining until an asset cease to provide the required service level or economic usefulness.
Renewal	Refer capital renewal expenditure
Renewal Gap	The gap (if any) between the Minimum Average Annual Expenditure and the Current Average Annual Expenditure. The Renewal Gap expenditure does not address the Unfunded Renewal, if any.
Risk management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Satisfactory Condition	As designated in Special Schedule 7 of Council's Annual Financial Report, being condition 3.
Unfunded Renewals	The total cost of all asset treatments (maintenance and component/asset renewals) due or past due at the date of review.
Useful Life	The period over which an asset is expected to be available for service by an entity. The estimated period from installation till removal of the asset upon the end of its serviceability
Written Down Value (WDV)	Also referred to as the book value, WDV reflects the assets present value from an accounting perspective. It is calculated by subtracting the depreciated value from its original value.

7.2 Attachment B – Detailed Figures and Tables

Table B1 – List of Projects Developed in Konect

Project Name	Description
Advertisement Cabinets CBCity	To locate all known advertisement cabinets
Alcohol Sign Audit	To inspect and locate signs with an Alcohol related message
API - Artworks Inspection 2021	To inspect and value artworks 2021
BCI Building Capex Investigation	Project to investigate capital works location for Buildings
Blocked Pits Cleaning	To identify and streamline blocked pits cleaning process
BMI Building Maintenance Inspection	To process defects and services checks performed by building inspectors
Bridge L1 Inspections	To inspect and identify any bridge issues on L1 Level
Building Compliance Audit	Project to add Fire Safety Compliance Inspections
Building Gutter Cleaning	Project to inspect and clean building gutters.
Building Lighting Replacement Project	For replacing lights in Building
Building Locks and Keys	To audit lock and keys associated with Council Building and Parks
Building Survey 2022	Project for surveying building for dimensions
Building Valuations 2025	Project for contractor to inspect and keep track of all buildings requiring valuation.
Building Valuations Project	For external valuers to find Council owned buildings
Buildings Signage Audit	For the identification and mapping of Signs on or around Buildings with a CBC, CCC, or BCC logo
Bushland Regeneration	For external contractors to perform bushland works and internal reporting
Bus pad Inspection Project	To inspect Bus pad within the Canterbury-Bankstown LGA
Carpark Condition Audit 2022	For condition rating Council owned carparks
Council Amenities	For finding and locating council toilets. For Inspectors use
CWP Inspections	For regular inspections on Capital Work Projects
Disability Parking Investigation Project	For Traffic Investigation Officers to locate and identify disability parking locations
Drainage Investigation Project	For Drainage team to record information on-site during drainage investigations
Drainage Maintenance Works	To streamline drainage maintenance works
Drainage Survey CBCity 2020	To investigate Invert levels and diameter of Drainage Devices and Conduits
Endangered Species	For mapping endangered plant species
Environmental Affections	Project to reflect Environmental Affections for reference. READ ONLY.
Evacuation Centres CBCity	For the Roads Manager and Director, when on call, to find nearest evacuation centre in an emergency
Flag Banner Pole Inspection	For identifying the flag type on a flagpole and the poles condition
Flood Mark Project	To identify flood levels after heavy rain in February 2020
Footpath and K&G Condition Audit	For condition rating kerb and gutter, and footpath assets
Footpath Grinding Project	For streamlining process of identifying, ordering works and closing grindable footpath trip defects
FP - Flag Poles Inspections	FP - Project for contractor to condition rate existing and found flag poles
Garden Bed Audit	Audit of garden beds within council areas

Project Name	Description
Heavy Patching	To identify areas of heavy patching through pothole team or MDR pavement failures
Habitat Boxes	To capture location, conditions and works needed for Council habitat boxes
Ibis Nesting Locations	For mapping and inspecting Ibis nesting sites
Kerb Ramp Audit	For condition rating and compliancy of Kerb ramps
Kerb Ramp PAMP Program 2020	To inspect identified kerb ramps 2020
L2 Inspection Project	For recording and centralising information on L2 inspections
MDR	For inspecting assets and recording defects (Maintenance Defects Register)
Mobility Map	Project to add comments and photos on accessibility assets.
Native Bee Hives Project	To keep track on beehives given to local schools
Nature strip Mowing Project	Project for mowing nature strip
NLM - Line marking	To perform Line Marking Maintenance and Capex works
NRM Camera Project	For locating camera that record wildlife movements that can be used for studies and planning
NTS - New Traffic Committee Sign	For streamlining the process of ordering works on new traffic committee signs
Operations Project Register	For streamlining the process of identifying and completing capital works carried out by Roads Operation
Outdoor Advertisement Inspection Project	For identifying and locating outdoor advertisement signs
PAI - Parks Asset Inspections	For the Parks team to add their inspections for the Capital Works Projects.
Park Asset Condition Check	For Park Officer to find and confirm Condition 4 or 5 assets in Parks
Park Gardening and Mowing	Project for park gardening and mowing requests
Park Name Sign Replacement	To identify and replace park name signs
Park Sign Replacement Project	For replacing park regulatory signs
Passenger Loading Zones	To identify loading, taxi and disability parking zones
Pedestrian Crossing Inspection	For auditing pedestrian crossings for compliancy
PG - Playground Safety Audit	Project for Inspectors to perform playground safety audits
Playground CWP	For Playground Capital Works Planning
Pole Inspection	For Inspecting/Testing Council owned Power & Light Poles
Pole Inspections	Project for contractors to inspect pole condition, add pole tags, and create tasks for works to be done on poles.
Pole V2 AUSGRID - Cond 4 & 5	Project for FMO to see AUSGRID owned Power & Light Poles with condition 4 & 5
Pothole Project	For streamlining the process of identifying and completing pothole defects
Public Place Inspection Project	To investigate the condition and usability of public infrastructure in council area
Public Toilet Facilities	For Inspecting Public Toilets in the City
Recycle Right	For the inspection of contamination in residential recycling bins
Road Signs 2023 Audit - Inspection	Project to inspect all traffic signs (council roads only), street name blades (whole City), and bus zones (whole City), as well as add records from previously inspected SSA Signs.
Secondary Sign Blades Project	To locate and identify secondary sign blades
Project Name	Description
Shade Sail Inspections - Asset Planning	SHS - Project for Asset Planning team to view shade sail inspections and shade sail poles inspections.

Signage Strategy Audit	Project for signage audit in the City
Speed Hump Investigation 2020	To inspect speed humps 2020
Sportsfield Condition Check	For the condition assessment of sports playing field turf
Sportsfield Condition Check 2023	Project for the condition assessment of sports playing field turf 2023
Street Bin Condition Audit 2023	Project for Asset Team to Condition rate all Bins and update Bin Type/Code
Street Bin Inspection	For inspecting Bins in streets and parks as part of the Bin replacement program
Town Centre Audit	To verify assets within town centre precincts
Traffic Management Device Condition Audit	To condition rate Traffic Management Device, Bus Shelter and Other Structures
Tree Inspection	Series of projects related to tree inspections
Tree Under pruning	For under pruning trees in the city
Tree Works	For issuing tree related works to external contractors
UM - Utility Meterage Inspection	For locating and identifying utility meter and its reading
Utility Restoration	For mapping location of Utility restorations and Inspections during 2-year warrantee period
Vulnerable Facilities CBCity	For the Roads Manager and Director, when on call, to know of vulnerable facilities in an emergency
War Memorial Inspection	For inspecting war memorials in the city
Waterway Asset Mapping	To complete liveability surveys of waterway assets
Way Finding Sign Project	To locate and identify Way Finding Signs
Weeds	For Inspecting Properties for the occurrence of notifiable Weeds. Meets DPI WAP funded projects metadata standard
WQD OWB Water Quality Device	For the Inspection and servicing of WQD and Open water bodies
WQD OWB Water Sampling	Project to inspect and analyse water quality and presence of chemical components.
WSUD Inspection	To investigate Water Sensitive Urban Devices

Table B2 – Asset Management Group Details

AMP Group	Includes Assets Such As
Roads	All vehicle and pedestrian infrastructure (both in roads and in parks) including pavements; kerb and gutter; footpaths, boardwalks and cycleways; road furniture; street structures (such as bus shelters); signs and pavement markings, bridges (both in roads and in parks); traffic management devices, and open (surface level) carparks.
Buildings & Other Structures	Bankstown Arts Centre, memorials, monuments and public art installations across the LGA.
	Children's Facilities, Youth Facilities, Senior Citizens' Centres, Community Centres/Halls, Baby Health/Immunisation Clinics
	Council Chambers, the Civic Tower and the Campsie Administration Centre, and the Council Depots
	Canterbury - Bankstown SES Facilities
	Birrong, Canterbury, Greenacre, Max Parker (Revesby), Roselands and Wran Aquatic and Leisure Centres.
	Bankstown Library and Knowledge Centre; Campsie, Chester Hill, Earlwood, Greenacre, Lakemba (Library and Senior Citizens Centre), Padstow, Panania and Riverwood Libraries.
	Bankstown Memorial Park Indoor Sports Centre and the Media Centre; and the Basketball Stadium; parks toilets/amenities buildings and clubhouses; grandstands; skateparks
	Major (multi-Storey) carparks; wharves; Boardwalk; Outdoor Pools; Grandstands; Skate parks; Retaining Wall; Stage; Viewing Platform; Vehicle Port; Bus Interchange; Miscellaneous Structure; Practice Net; Shade Structure; Shelter; Stairs; Waste Enclosure; Boat Ramp
	Tenanted Dwellings and Investment Properties
Open Space & Recreation	The Canterbury and Sefton golf courses; sports fields, courts and other active sports areas; gardens, playgrounds, park and sports field lighting; BBQs and other furniture; signs and other park (passive recreation) assets.
Stormwater Drainage	Pipes, culverts, channels, and other conduits; pits, junction pits, headwalls, outlets and other devices; retarding basins, gross pollutant traps, trash racks, booms, ponds, dams and other water quality devices; levees, and other flood mitigation structures.
Plant & Equipment	Plant and fleet vehicles, trucks, major plant, minor plant, workshop equipment, office equipment, furniture and fittings. Domestic waste and recycling plant and bins.
Other Assets	Tips assets; library books; information management hardware; low value assets and artwork.
Natural Assets	Open water bodies, riverfronts, urban streams, riparian corridors; escarpments; bushland and all trees (Street, Park and Facility).
Land	Community and Operational Lands, land under roads, Crown Lands and drainage reserves.

Table B3 – Meaning of Condition Scores

Condition	Tag	Description	Remaining Service Potential
1	Excellent	New or near new or in excellent to very good condition with no indicators of obsolescence. Only nominal maintenance required.	Very High
2	Good	In good condition with no sign of immediate or short-term obsolescence. Only minor maintenance required.	High
3	Average	In fair condition and there may be some signs of short to medium term obsolescence. Significant maintenance may be required to improve condition to 2.	Adequate
4	Poor	In poor condition with significant signs of impending (short term) obsolescence. Substantial maintenance required to keep the asset serviceable.	Low
5	Unserviceable	In very poor condition or obsolete – the asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service.	Very Low

Table B4 – Values of the Asset Groups and Categories, June 2025

Asset Management Group	Current Replacement Cost	Written Down Value
Roads		
Road Pavement	\$973,877,956	\$563,414,208
Footpaths	\$407,611,005	\$237,950,551
Bridges	\$83,983,256	\$59,222,903
Kerb and Gutter	\$478,210,901	\$273,097,712
Street Furniture	\$11,867,960	\$7,475,846
Road Signs	\$10,148,508	\$5,283,083
Bus Shelter	\$3,043,117	\$1,638,373
Traffic Management Devices	\$156,686,094	\$99,334,598
Ground level Carparks	\$25,668,182	\$18,452,190
CPI Increase Roads	\$170,219,762	\$104,499,712
Total	\$2,229,366,809	\$1,343,134,428
Buildings & Other Structures		
Leisure and Aquatics Facilities	\$38,745,197	\$14,928,065
Bankstown Arts Centre	\$11,247,000	\$7,737,912
Children's Facilities	\$33,134,000	\$12,585,204
Civic Tower	\$120,524,000	\$62,490,142
Community Facilities	\$125,541,000	\$64,493,783
Council Chambers	\$2,745,000	\$1,405,513
Council Works Depots	\$35,485,000	\$15,597,574
Dunc Gray Velodrome	\$90,299,000	\$48,723,550
Libraries	\$49,606,000	\$26,094,461
Campsie Administration Centre	\$23,980,000	\$9,503,995
Parks Buildings and Facilities	\$209,278,959	\$98,206,110
Tenanted Properties	\$15,760,842	\$3,758,347
Bankstown Library and Knowledge Centre	\$70,151,000	\$49,331,270
Multi Storey carparks	\$53,704,000	\$17,172,080
Grandstands	\$6,125,747	\$3,400,456
Retaining walls	\$18,062,925	\$11,547,434
Other Park structures	\$6,709,236	\$5,368,399
Water Body structures	\$4,097,036	\$2,540,773
Shade structures	\$6,309,325	\$4,542,766
Other Road structures	\$57,750	\$40,425
Padstow Parade Carpark	\$4,261,785	\$3,693,547
CPI Increase Building		
CPI Increase Other Structures		
Total	\$925,824,803	\$463,161,806

Asset Management Group	Current Replacement Cost	Written Down Value
Open Space & Recreation		
Golf Courses	\$8,184,000	\$5,482,832
Irrigation	\$22,583,267	\$11,866,040
Lighting	\$29,268,912	\$22,110,742
Park Furniture	\$66,330,206	\$37,909,579
Park Signs	\$1,482,899	\$752,226
Playgrounds	\$35,642,994	\$24,866,046
Sportsfields	\$54,494,940	\$31,310,671
CPI Increase Park and Recreation	\$35,490,934	\$21,943,880
Total	\$253,478,154	\$156,242,015
Stormwater Drainage		
Drainage Conduits	\$742,570,467	\$409,323,883
Drainage Structures	\$118,511,155	\$65,168,563
Water Quality Devices	\$22,313,976	\$9,701,775
Flood Mitigation	\$4,075,556	\$2,526,845
CPI Increase Drainage	\$90,413,132	\$51,084,079
Total	\$977,884,285	\$537,805,145
Plant & Equipment		
Plant and Equipment	\$44,506,732	\$14,060,960
Office Equipment	\$7,720,563	\$432,943
Furniture and Fittings	\$5,326,154	\$576,215
Waste Management Assets	\$25,615,108	\$8,237,603
Total	\$83,168,557	\$23,307,722
Land		
Operational Land	\$589,556,200	\$589,556,200
Community Land	\$278,363,099	\$278,363,099
Crown Land	\$52,979,950	\$52,979,950
Land Under Roads	\$22,347,000	\$22,347,000
Total	\$943,246,249	\$943,246,249
Other Assets		
Tip Assets	\$22,358,446	\$292,041
Library Books	\$6,693,420	\$1,895,592
Information Management	\$20,958,482	\$1,872,482
Artworks	\$4,261,561	\$4,261,561
Low Value Assets	\$621,979	\$13,543
Assets Under Construction	\$89,211,964	\$89,211,964
Total	\$144,105,852	\$97,547,184
Bulk Earthworks		
Road formation and Base non depreciable	\$619,998,288	\$619,998,288
Bulk Earthworks - Drainage	\$65,604,521	\$65,604,521
CPI Increase Bulk Earthwork	\$58,485,374	\$58,485,374
Total	\$744,088,183	\$744,088,183
Total Assets	\$6,393,112,826	\$4,335,767,479

Table B5 – Estimated Infrastructure Asset Renewal Gap and Unfunded Renewals Total, June 2025

Asset Management Group	Current Replacement Cost	Written Down Value	Required Average Annual Budget (10 year)	Annual Renewal Gap	Current Average Annual Budget (10 year)	Unfunded Renewal
Roads						
Road Pavement	\$973,877,956	\$563,414,208	\$45,411,480	\$17,839,093	\$27,572,387	\$134,823,055
Footpaths	\$407,611,005	\$237,950,551	\$9,117,266	\$3,581,556	\$5,535,710	\$1,406,258
Bridges	\$83,983,256	\$59,222,903	\$2,885,053	\$1,133,342	\$1,751,711	\$781,403
Kerb and Gutter	\$478,210,901	\$273,097,712	\$1,186,494	\$466,093	\$720,401	\$1,625,917
Street Furniture	\$11,867,960	\$7,475,846	\$524,555	\$206,062	\$318,493	\$248,040
Road Signs	\$10,148,508	\$5,283,083	\$0	\$0	\$0	\$1,522,276
Bus Shelter	\$3,043,117	\$1,638,373	\$0	\$0	\$0	\$542,740
Traffic Management Devices	\$156,686,094	\$99,334,598	\$3,234,756	\$1,270,716	\$1,964,040	\$3,204,231
Ground level Carparks	\$25,668,182	\$18,452,190	\$1,174,004	\$461,187	\$712,817	\$336,253
CPI Increase Roads	\$170,219,762	\$104,499,712	\$0	\$0	\$0	\$11,319,614
Total	\$2,321,316,743	\$1,370,369,176	\$63,533,608	\$24,958,049	\$38,575,559	\$155,809,788

Asset Management Group	Current Replacement Cost	Written Down Value	Required Average Annual Budget (10 year)	Annual Renewal Gap	Current Average Annual Budget (10 year)	Unfunded Renewal
Buildings & Other Structures						
Leisure and Aquatics Facilities	\$38,745,197	\$14,928,065	\$ 1,866,071.92	-\$3,568,025	\$5,749,642	\$12,600,301
Bankstown Arts Centre	\$11,247,000	\$7,737,912	\$145,086	\$65,258	\$104,362	\$0
Children's Facilities	\$33,134,000	\$12,585,204	\$1,718,126	\$772,795	\$1,235,859	\$10,574,716
Civic Tower	\$120,524,000	\$62,490,142	\$3,027,314	\$1,361,654	\$2,177,567	\$0
Community Facilities	\$125,541,000	\$64,493,783	\$6,089,280	\$2,738,893	\$4,380,059	\$22,283,528
Council Chambers	\$2,745,000	\$1,405,513	\$178,975	\$80,501	\$128,738	\$164,700
Council Works Depots	\$35,485,000	\$15,597,574	\$1,473,141	\$662,603	\$1,059,640	\$7,476,690
Dunc Gray Velodrome	\$90,299,000	\$48,723,550	\$2,494,800	\$1,122,135	\$1,794,526	\$0
Libraries	\$49,606,000	\$26,094,461	\$1,034,451	\$465,285	\$744,087	\$14,102,986
Campsie Administration Centre	\$23,980,000	\$9,503,995	\$732,196	\$329,334	\$526,673	\$6,938,613
Parks Buildings and Facilities	\$209,278,959	\$98,206,110	\$8,513,870	\$3,829,448	\$6,124,082	\$56,934,341
Tenanted Properties	\$15,760,842	\$3,758,347	\$692,242	\$311,363	\$497,934	\$9,137,348
Bankstown Library and Knowledge Centre	\$70,151,000	\$49,331,270	\$1,546,171	\$695,451	\$1,112,171	\$0
Multi Storey Carpark	\$53,704,000	\$17,172,080	\$228,350	\$102,709	\$164,254	\$24,738,748
Grandstands	\$6,125,747	\$3,400,456	\$65,122	\$31,288	\$44,845	\$615,944
Retaining walls	\$18,062,925	\$11,547,434	\$73,826	\$35,470	\$50,839	\$794,769
Other Park structures	\$6,709,236	\$5,368,399	\$7,000	\$3,363	\$4,820	\$0
Water Body structures	\$4,097,036	\$2,540,773	\$71,856	\$34,524	\$49,483	\$475,051
Shade structures	\$6,309,325	\$4,542,766	\$101,197	\$48,620	\$69,688	\$14,196
Other Road structures	\$57,750	\$40,425	\$0	\$0	\$0	\$0
Padstow Parade Carpark	\$4,261,785	\$3,693,547	\$0	\$0	\$0	\$0
CPI Increase Building	\$0	\$0	\$0	\$0	\$0	\$0
CPI Increase Other Structures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$925,824,803	\$463,161,806	\$35,141,940	\$9,122,669	\$26,019,270	\$166,851,930

Asset Management Group	Current Replacement Cost	Written Down Value	Required Average Annual Budget (10 year)	Annual Renewal Gap	Current Average Annual Budget (10 year)	Unfunded Renewal
Open Space & Recreation						
Golf Courses	\$8,184,000	\$5,482,832	\$0	\$0	\$0	\$0
Lighting	\$29,268,912	\$22,110,742	\$2,275,649	\$877,448	\$1,398,202	\$83,416
Park Furniture	\$66,330,206	\$37,909,579	\$2,773,637	\$1,069,462	\$1,704,175	\$1,631,723
Park Signs	\$1,482,899	\$752,226	\$0	\$0	\$0	\$44,487
Playgrounds	\$35,642,994	\$24,866,046	\$3,812,815	\$1,470,150	\$2,342,665	\$2,681,267
Irrigation	\$22,583,267	\$22,583,267	\$1,559,883	\$601,462	\$958,422	\$6,551,406
Sportfields	\$54,494,940	\$54,494,940	\$7,034,505	\$6,076,084	\$958,422	\$4,435,888
CPI Increase Park and Recreation	\$35,490,934	\$21,943,880	\$0	\$0	\$0	\$2,512,758
Total	\$253,478,154	\$190,143,512	\$17,456,489	\$10,094,604	\$7,361,885	\$17,940,945
Stormwater Drainage						
Drainage Conduits	\$742,570,467	\$409,323,883	\$5,805,725	\$2,241,637	\$3,564,087	\$26,474,406
Drainage Structures	\$118,511,155	\$65,168,563	\$308,815	\$119,236	\$189,579	\$967,950
Water Quality Devices	\$22,313,976	\$9,701,775	\$1,173,498	\$453,097	\$720,401	\$7,408,632
Flood Mitigation	\$4,075,556	\$2,526,845	\$0	\$0	\$0	\$14,947
CPI Increase Drainage	\$90,413,132	\$51,084,079	\$0	\$0	\$0	\$0
Total	\$977,884,285	\$537,805,145	\$7,288,038	\$2,813,970	\$4,474,067	\$35,137,122
Total Assets	\$4,478,503,985	\$2,561,479,639	\$123,420,075	\$46,989,293	\$76,430,782	\$375,739,784

Table B6 – Estimated Infrastructure Asset GRC Weighted Condition Percentages, June 2025

Asset Management Group	Current Replacement Cost	Average Condition	Condition 1 (%)	Condition 2 (%)	Condition 3 (%)	Condition 4 (%)	Condition 5 (%)
Roads							
Road Pavement	\$973,877,956	2.87	2.80%	34.70%	39.40%	18.50%	4.60%
Footpaths	\$407,611,005	2.6	8.76%	23.55%	67.09%	0.51%	0.09%
Bridges	\$83,983,256	2.16	24.12%	37.63%	36.38%	1.86%	0.00%
Kerb and Gutter	\$478,210,901	2.68	5.54%	21.89%	71.95%	0.56%	0.06%
Street Furniture	\$11,867,960	2.14	23.70%	43.18%	30.06%	1.94%	1.12%
Road Signs	\$10,148,508	2.25	38.00%	29.00%	3.00%	30.00%	0.00%
Bus Shelter	\$3,043,117	3.19	2.84%	10.58%	55.51%	26.47%	4.60%
Traffic Management Devices	\$156,686,094	2.27	20.98%	35.52%	39.65%	3.61%	0.24%
Ground level Carparks	\$25,668,182	1.85	39.67%	38.22%	19.86%	1.88%	0.37%
CPI Increase Road	\$170,219,762	2.69	7.40%	30.00%	51.40%	9.10%	2.10%
Total	\$2,321,316,743	2.69	7.42%	29.95%	51.35%	9.14%	2.14%

Asset Management Group	Current Replacement Cost	Average Condition	Condition 1 (%)	Condition 2 (%)	Condition 3 (%)	Condition 4 (%)	Condition 5 (%)
Open Space & Recreation							
Leisure and Aquatics Facilities	\$38,745,197	3.46	3.00%	12.80%	30.10%	43.20%	10.90%
Bankstown Arts Centre	\$11,247,000	2	0.00%	100.00%	0.00%	0.00%	0.00%
Children's Facilities	\$33,134,000	3.55	0.46%	7.57%	28.98%	62.15%	0.84%
Civic Tower	\$120,524,000	2.8	0.00%	20.50%	79.50%	0.00%	0.00%
Community Facilities	\$125,541,000	2.94	7.14%	27.64%	32.99%	28.96%	3.27%
Council Chambers	\$2,745,000	3.12	0.00%	0.00%	88.00%	12.00%	0.00%
Council Works Depots	\$35,485,000	3.22	6.36%	7.05%	44.45%	42.14%	0.00%
Dunc Gray Velodrome	\$90,299,000	3	0.00%	0.00%	100.00%	0.00%	0.00%
Libraries	\$49,606,000	2.85	32.01%	7.44%	3.69%	56.86%	0.00%
Campsie Administration Centre	\$23,980,000	3.5	3.93%	0.00%	38.20%	57.87%	0.00%
Parks Buildings and Facilities	\$209,278,959	3.23	10.71%	9.74%	25.51%	53.67%	0.37%
Tenanted Properties	\$15,760,842	4.08	2.48%	2.92%	26.03%	21.19%	47.38%
Bankstown Library and Knowledge Centre	\$70,151,000	2.08	0.00%	91.70%	8.30%	0.00%	0.00%
Multi Storey Carpark	\$53,704,000	3.87	0.00%	5.00%	2.87%	92.13%	0.00%
Grandstands	\$6,125,747	0	0.00%	0.00%	0.00%	0.00%	0.00%
Retaining walls	\$18,062,925	2.73	0.95%	44.95%	33.99%	20.11%	0.00%
Other Park structures	\$6,709,236	3.86	0.01%	0.00%	34.38%	45.31%	20.30%
Water Body structures	\$4,097,036	2.47	15.16%	31.44%	45.03%	7.94%	0.43%
Shade structures	\$6,309,325	1.65	64.33%	5.92%	29.75%	0.00%	0.00%
Other Road structures	\$57,750	2.45	15.01%	48.11%	14.58%	21.41%	0.89%
Padstow Parade Carpark	\$4,261,785	2.18	14.71%	53.51%	31.33%	0.45%	0.00%
CPI Increase Building	\$0	2	0.00%	100.00%	0.00%	0.00%	0.00%
CPI Increase Other Structures	\$0	2	0.00%	100.00%	0.00%	0.00%	0.00%
Total	\$925,824,803	3.05	6.14%	19.94%	38.48%	33.21%	2.23%

Asset Management Group	Current Replacement Cost	Average Condition	Condition 1 (%)	Condition 2 (%)	Condition 3 (%)	Condition 4 (%)	Condition 5 (%)
Open Space & Recreation							
Golf Courses	\$8,184,000	2	0.00%	100.00%	0.00%	0.00%	0.00%
Irrigation	\$22,583,267	2.75	29.03%	24.82%	10.01%	14.26%	21.88%
Lighting	\$29,268,912	1.49	60.80%	29.74%	8.89%	0.57%	0.00%
Park Furniture	\$66,330,206	2.29	20.54%	35.09%	39.64%	4.54%	0.19%
Park Signs	\$1,482,899	1.87	35.00%	49.00%	10.00%	6.00%	0.00%
Playgrounds	\$35,642,994	1.9	54.26%	16.70%	14.30%	14.42%	0.31%
Sportfields	\$54,494,940	2.19	33.58%	29.67%	20.47%	16.28%	0.00%
CPI Increase Park and Recreation	\$35,490,934	2.13	34.93%	31.48%	21.82%	9.40%	2.38%
Total	\$253,478,154	2.13	34.93%	31.48%	21.82%	9.40%	2.38%
Stormwater Drainage							
Drainage Conduits	\$742,570,467	2.78	4.65%	19.13%	69.75%	6.47%	0.00%
Drainage Structures	\$118,511,155	2.34	8.89%	49.42%	40.79%	0.90%	0.00%
Water Quality Devices	\$22,313,976	3.12	21.58%	10.69%	30.10%	9.59%	28.04%
Flood Mitigation	\$4,075,556	2	0.00%	100.00%	0.00%	0.00%	0.00%
CPI Increase Drainage	\$90,413,132	2.73	5.60%	23.30%	64.60%	5.80%	0.70%
Total	\$977,884,285	2.73	5.62%	23.33%	64.57%	5.78%	0.70%
Total Assets	\$4,478,503,985	2.741	8.30%	26.50%	49.90%	13.40%	1.90%

Table B8 – Special Schedule 7 Report as at 30 June 2025

The City of Canterbury Bankstown - Special Schedule 7 Report as at 30 June 2025

Asset Class	Asset Category	Estimated Cost to bring assets to Satisfactory Standard	Estimated Cost to bring to the agreed level of service set by council	Required maintenance	Actual maintenance	Net Carrying amount	Gross replacement cost (GRC)	Assets in Condition as a % of Gross Replacement Cost				
		\$'000		\$'000	\$'000	\$'000	\$'000	1	2	3	4	5
Buildings		67,358		13,147	9,971	428,462	867,404	6.01%	19.85%	39.02%	33.48%	1.64%
Other Structures		3,698		584	0	34,699	58,421	14.90%	31.70%	32.80%	16.00%	4.60%
Roads	Sealed roads	76,372		18,533	10,554	1,053,105	1,801,011	5.69%	31.93%	33.47%	15.55%	2.10%
	Unsealed roads											
	Bridges	391		840	203	59,223	83,983	24.12%	37.63%	36.38%	1.86%	0.00%
	Footpaths	703		6,114	15,980	237,951	407,611	8.76%	23.55%	67.09%	0.51%	0.09%
	Other road assets (incl. bulk earth works)	168		385	327	762,540	769,756	39.67%	38.22%	19.86%	1.88%	0.37%
	Sub-Total	77,634		25,872	27,063	2,112,819	3,062,362	7.40%	30.00%	51.40%	9.10%	2.10%
Water supply network												
Sewerage network												
Stormwater drainage	(incl. bulk earth works)	17,569		2,189	2,870	537,805	977,884	5.60%	23.30%	64.60%	5.80%	0.70%
Open space/ recreational assets	Swimming Pools											
	Other open space/ recreational assets	8,970		13,450	12,368	156,242	253,478	34.93%	31.48%	21.82%	9.40%	2.37%
	Sub-Total	8,970		13,450	12,368	156,242	253,478	39.67%	38.22%	19.86%	1.88%	0.37%
Other infrastructure assets												
Total classes	Total-all assets	175,229		55,242	52,272	3,270,028	5,219,549	0.00%	0.00%	0.00%	0.00%	0.00%

Table B9 – Renewal and Maintenance Gaps of the Long-Term Financial Plan Scenarios ('000)

Renewal and Maintenance Gap for Various LTFP Scenarios ('000)												
Asset Management Group	Opening Balance	2026 /27	2027 /28	2028 /29	2029 /30	2030 /31	2031 /32	2032/33	2033/34	2034/35	2035/36	Total
Required Renewal		\$110,890	\$114,216	\$117,643	\$121,172	\$124,807	\$128,552	\$132,408	\$136,380	\$140,472	\$144,686	\$1,271,227
Required Maintenance Budget		\$54,168	\$57,392	\$60,091	\$62,790	\$65,489	\$68,188	\$70,888	\$73,587	\$76,286	\$78,985	\$667,864
Available Maintenance Budget		\$52,272	\$53,840	\$55,456	\$57,119	\$58,833	\$60,598	\$62,416	\$64,288	\$66,217	\$68,203	\$599,243
Annual Maintenance Gap		-\$1,896	-\$3,551	-\$4,635	-\$5,671	-\$6,656	-\$7,591	-\$8,472	-\$9,298	-\$10,069	-\$10,782	-\$68,621
Base Case - Available Renewal Budget		\$58,288	\$60,483	\$62,767	\$64,845	\$110,688	\$68,586	\$70,586	\$72,600	\$74,675	\$76,812	\$720,330
Base Case- Total Renewal Gap		-\$52,602	-\$53,733	-\$54,876	-\$56,328	-\$14,120	-\$59,965	-\$61,822	-\$63,780	-\$65,797	-\$67,874	-\$550,897
Base Case - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$57,284	-\$59,511	-\$61,998	-\$20,776	-\$67,556	-\$70,294	-\$73,079	-\$75,866	-\$78,656	-\$537,231
Scenario 1 - Available Renewal Budget		\$58,288	\$60,483	\$62,767	\$77,803	\$135,822	\$94,474	\$97,250	\$100,064	\$102,963	\$105,948	\$895,863
Scenario 1 - Total Renewal Gap		-\$52,602	-\$53,733	-\$54,876	-\$43,369	\$11,014	-\$34,077	-\$35,158	-\$36,316	-\$37,509	-\$38,737	-\$375,364
Scenario 1 - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$57,284	-\$59,511	-\$49,040	\$4,358	-\$41,668	-\$43,630	-\$45,615	-\$47,578	-\$49,519	-\$361,698
Scenario 2 - Available Renewal Budget		\$58,288	\$60,483	\$62,767	\$77,803	\$135,822	\$94,474	\$97,250	\$100,064	\$102,963	\$105,948	\$895,863
Scenario 2 - Total Renewal Gap		-\$52,602	-\$53,733	-\$54,876	-\$43,369	\$11,014	-\$34,077	-\$35,158	-\$36,316	-\$37,509	-\$38,737	-\$375,364
Scenario 2 - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$57,284	-\$59,511	-\$49,040	\$4,358	-\$41,668	-\$43,630	-\$45,615	-\$47,578	-\$49,519	-\$361,698
Scenario 3 - Available Renewal Budget		\$58,288	\$60,483	\$62,767	\$77,803	\$135,822	\$94,474	\$97,250	\$100,064	\$102,963	\$105,948	\$895,863
Scenario 3 - Total Renewal Gap		-\$52,602	-\$53,733	-\$54,876	-\$43,369	\$11,014	-\$34,077	-\$35,158	-\$36,316	-\$37,509	-\$38,737	-\$375,364
Scenario 3 - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$57,284	-\$59,511	-\$49,040	\$4,358	-\$41,668	-\$43,630	-\$45,615	-\$47,578	-\$49,519	-\$361,698
Scenario 4 - Available Renewal Budget		\$58,288	\$60,483	\$62,767	\$77,803	\$135,822	\$94,474	\$97,250	\$100,064	\$102,963	\$105,948	\$895,863
Scenario 4 - Total Renewal Gap		-\$52,602	-\$53,733	-\$54,876	-\$43,369	\$11,014	-\$34,077	-\$35,158	-\$36,316	-\$37,509	-\$38,737	-\$375,364
Scenario 4 - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$57,284	-\$59,511	-\$49,040	\$4,358	-\$41,668	-\$43,630	-\$45,615	-\$47,578	-\$49,519	-\$361,698
Scenario 5 - Available Renewal Budget		\$58,288	\$82,483	\$85,467	\$88,216	\$134,697	\$93,252	\$95,925	\$98,631	\$101,417	\$104,285	\$942,662
Scenario 5 - Total Renewal Gap		-\$52,602	-\$31,733	-\$32,176	-\$32,956	\$9,890	-\$35,300	-\$36,483	-\$37,749	-\$39,054	-\$40,401	-\$328,564
Scenario 5 - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$35,284	-\$36,811	-\$38,627	\$3,234	-\$42,890	-\$44,955	-\$47,047	-\$49,123	-\$51,182	-\$314,898
Scenario 6 - Available Infrastructure Renewal Budget		\$58,288	\$55,483	\$57,567	\$59,463	\$105,144	\$62,877	\$64,705	\$66,543	\$68,436	\$70,385	\$668,890

Scenario 6 - Total Renewal Gap		-\$52,602	-\$58,733	-\$60,076	-\$61,710	-\$19,663	-\$65,675	-\$67,703	-\$69,838	-\$72,036	-\$74,301	-\$602,337
Scenario 6 - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$62,284	-\$64,711	-\$67,380	-\$26,319	-\$73,265	-\$76,175	-\$79,136	-\$82,105	-\$85,082	-\$588,671
Scenario 7 - Available Renewal Budget		\$58,288	\$55,483	\$57,567	\$59,463	\$105,144	\$62,877	\$64,705	\$66,543	\$68,436	\$70,385	\$668,890
Scenario 7 - Total Renewal Gap		-\$52,602	-\$58,733	-\$60,076	-\$61,710	-\$19,663	-\$65,675	-\$67,703	-\$69,838	-\$72,036	-\$74,301	-\$602,337
Scenario 7 - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$62,284	-\$64,711	-\$67,380	-\$26,319	-\$73,265	-\$76,175	-\$79,136	-\$82,105	-\$85,082	-\$588,671
Scenario 8 - Available Renewal Budget		\$58,288	\$50,483	\$52,367	\$54,081	\$99,601	\$57,167	\$58,824	\$60,485	\$62,196	\$63,959	\$617,451
Scenario 8 - Total Renewal Gap		-\$52,602	-\$63,733	-\$65,276	-\$67,092	-\$25,206	-\$71,385	-\$73,584	-\$75,895	-\$78,275	-\$80,727	-\$653,776
Scenario 8 - Total Renewal and Maintenance Gap	\$82,287	-\$54,498	-\$67,284	-\$69,911	-\$72,762	-\$31,863	-\$78,975	-\$82,056	-\$85,194	-\$88,344	-\$91,509	-\$640,110

7.3 Attachment C – Asset Management Policy

Asset Management Policy



1.0 Purpose

The Asset Management Policy (Policy) establishes the framework that will underpin Council's Asset Management Strategy and Asset Management Plans.

The aim of this Policy is to outline Canterbury- Bankstown Council's (Council) approach to best practice, service focused and sustainable lifecycle asset management for all assets owned and/or administered by the Council.

2.0 Scope

This Policy applies to all assets owned and/or administered or proposed to be acquired by Council. This includes:

- Community and infrastructure assets
- Operational assets used in the provision of community services and other Council's operations
- Natural and heritage assets in the Canterbury- Bankstown Local Government Area (LGA).

3.0 Terms and Definitions

In this Policy the following terms have the following meanings:

Term	Definition
Asset	Plant, Equipment, Property, Buildings, Facilities, Infrastructure, Commercial Investments, Natural and Heritage Items owned or administered by Council.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.
Asset Management Plan	Plan outlining the full physical and financial life cycle of an asset. It will include details of the asset components, asset values, depreciation rates, lifecycle expectations, routine and major periodic maintenance plans for the whole of the life of the asset and its separable components together with any necessary plans for the ultimate sale or disposal of the asset.
Capital Expenditure	Expenditure for new infrastructure, the renewal or upgrade of existing assets that enhances the service potential of the assets. Such expenditure is to be capitalised.
Community Asset	An asset that is used to enable a service or to provide a service to the community, e.g. community centres, town halls, swimming pools, libraries and sports complexes.
Community Capital	The natural, human, social, and built capital from which a community receives benefits and on which the community relies for continued existence.
Financial Sustainability	The financing of the life cycle costs of an asset does not unreasonably burden future generations or unreasonably reduce the asset choices of future generations.
Infrastructure Asset	An asset that by its nature provides value to the community or enables the community to function, e.g. roads, traffic facilities, footpaths, drains, parks and sports fields.

Asset Management Policy



Level of Service The defined service quality for a particular activity or service area against which service performance may be measured.

4.0 Policy Statement

All assets proposed, owned and/or administered by Council are to be acquired, managed and maintained, on a lifecycle basis, in terms of sustainable social, environmental, economic and governance outcomes, for the ongoing benefit of the Canterbury- Bankstown Community.

This Policy aligns with Leading and Engaged destination of the CBCity 2036 Community Strategic Plan

5.0 Policy Criteria

Council's Asset Management Strategy, Asset Management Plans and this Policy, will facilitate:

- Keeping the assets in appropriate condition so they fulfil their various roles, serving the community as required at the least possible short, medium and long term cost (we will minimise the overall costs of managing our assets),
- Managing the assets in environmentally sustainable ways,
- Paying for the assets as the community uses them (we will not defer costs unnecessarily to future generations),
- The ongoing custodianship of natural and heritage assets on behalf of the community so they can be used by the community now and in the future,
- The rationalisation of existing, and the development of appropriate new and upgraded assets, to meet the future needs of the community,
- The development or enhancement of the community capital of Bankstown,
- Delivery of new and reconstructed assets at the right cost, right time and right standard,
- Council's ability to report within the Integrated Planning and Reporting Framework, and
- Development of appropriate systems, procedures and controls to enable the above.

5.1 Asset Management Objectives

Assets owned or administered by Council must:

- Have an identified strategic purpose that contributes to Council's community infrastructure and/or service delivery objectives as defined in Council's Strategic Community, Delivery and Operational Plans.
- Be managed so that the assets are structurally sound (fit for service), functionally sound (fit for purpose), aesthetically sound (look good) and environmentally and financially sustainable.
- Be accessible, adaptable and have sufficient capacity to meet the varying needs of the community over time.
- Add to or enhance the community capital of Canterbury- Bankstown LGA.
- Have clearly defined custodianship and operational accountabilities for the respective aspects of their management.
- Be identified, registered and recorded in accordance with relevant legislation and accounting standards.

2 Document ID: GOVN-788124595-698
Review Date: 16 July 2028

CANTERBURY  BANKSTOWN

Asset Management Policy



- Have a current Asset Management Plan detailing the whole lifecycle of the asset including responsibilities and accountabilities for the delivery, routine maintenance, partial capital renewal and (as required) the disposal or renewal of the asset.
- Have budgeted funding planned for their long-term management, maintenance, disposal and/or renewal.
- Be managed within a documented framework of clear and transparent processes to demonstrate that responsible management practices have been followed.

5.2 Responsibilities

Effective asset management requires a coordinated effort across all levels of Council.

Council's responsibilities are distributed as follows:

The Chief Executive Officer (CEO)

- Is responsible for allocating resources and providing high-level oversight to ensure the sustainability and effectiveness of asset management practices. The CEO is ultimately accountable for achieving policy objectives by developing asset management strategies, plans, and procedures, ensuring their effectiveness, and integrating them into the overall organisational framework to support service delivery.

Executive staff

- Are responsible for translating strategy into action. They ensure effective asset management by aligning initiatives with the organisation's mission, monitoring strategy implementation, providing professional advice, identifying best practices, allocating resources, developing policies, executing maintenance programs, and reporting progress to leadership.

Council Employees

- Are responsible for utilising modern technologies and tools to enhance asset management functions while adhering to approved policies, plans, and strategies; ensuring asset management responsibilities are integrated into individual roles, actions, and performance objectives; and continuously updating skills and knowledge to align with evolving industry standards and best practices.

6.0 Approval and Review

6.1 Policy Owner

Director City Future

6.2 Authorisation

Adopted by Canterbury-Bankstown Council on 26/06/2018.

6.3 Reviews and Modifications

The next review is due on 16/07/2028.

Review Date	Modification	Approved by
30/06/2022	Update to new policy template.	Director City Assets
30/06/2025	Addition of section 5.2 – Responsibilities	Director City Future

Asset Management Policy



7.0 Related Documents

7.1 Laws and Standards

- *Anti-Discrimination Act 1977* (NSW)
- *Disability Discrimination Act 1992* (NSW)
- *Environmental Planning and Assessment Act 1979* (NSW)
- *Local Government Act 1993* (NSW)
- *Local Government (General) Regulation 2021* (NSW)
- *Protection of the Environment Act 1997* (NSW)
- *Roads Act 1993* (NSW)
- *Work Health and Safety Act 2011* (NSW)
- *Work Health and Safety Regulation 2017* (NSW)

7.1 Policies and Procedures

- Asset Condition Assessment Manuals
- Asset Management Strategy
- Australian Infrastructure Financial Management Manual (AIFMM), 2015
- Community Strategic Plan 2036
- Infrastructure Management Manual (IIMM), 2015
- International Standard for Asset Management (ISO5500), 2024
- Integrated Planning and Reporting Framework
- Resourcing Strategy
- Various Asset Management Plans
- Various facility level Asset Management Plans
- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets
- AASB 13 Fair Value Measurement
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
- AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated
- AASB 1001 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation
- AASB 1048 Interpretation and Application of Standards
- AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets
- AASB 1015 Accounting for acquisition of assets – method of allocating the value to new assets on acquisition
- AASB 1010 Recoverable Amounts of Non-Current Assets – specifies requirement to test the reasonableness of valuations

7.4 Attachment D – Inspection and Revaluation Schedule

Year	2025-26	2026-27	2027-28	2028-29	2029-30
Asset class					
Condition Inspection and Model Review					
Roads					
Bridges					
Carparks					
Footpath					
Kerb and Gutter					
Road Pavement					
Road Signs					
Street Furniture					
Traffic Management Devices					
Building					
Buildings					
Other Structures					
Other Structures - Internal					
Open Space Assets					
Irrigation					
Lighting					
Park Furniture					
Park Signs					
Playgrounds					
Sportsfields					
Artwork - Internal and External					
Stormwater Drainage					
Drainage Conduits					
Drainage Devices					
Water Quality Devices					
Year	2025-26	2026-27	2027-28	2028-29	2029-30
Comprehensive revaluation					
Roads					
Building and Land					
Other Structures					
Open space Assets(Land Improvement)					
Land Under Roads					
Artwork - Internal and External					
Stormwater Drainage					

comprehensive revaluation and inspections to be done between 4 to 5 years

Condition audit by external party

Condition audit by inhouse staff

Year of Revaluation

7.5 Attachment E – References and Related Information

References

- NSW Office of Local Government Integrated Planning and Reporting Framework Guidelines and Manual
- The City of Canterbury Bankstown Community Strategic Plan
- IPWEA International Infrastructure Management Manual
- IPWEA Financial Management Guidelines
- [Council](#) Asset Management Policy
- [Council](#) Asset Valuation Methodology Manual
- Local Government Financial Sustainability Nationally Consistent Frameworks, Frameworks 1, 2 & 3, May 2009
- National State of the Assets, Roads and Community Infrastructure Report, Nov 2018

The National Frameworks and Asset Management

In line with the Local Government and Planning Ministers' Council's (LGPMC's) National Frameworks for Local Government Sustainability and the NSW Office of Local Government's (OLG's) Integrated Planning and Reporting Framework, Council is committed to the ten key asset management elements of the Frameworks:

Financial Planning and Reporting ²	Asset Planning and Management ³
Strategic longer-term plan	Asset management policy
Annual budget	Strategy and Planning: asset management strategy asset management plans
Annual report	Governance and management
	Levels of service
	Data and systems
	Skills and processes
	Evaluation

For the assessment of Council's Asset Management Maturity, "Strategy and planning" has been treated as two elements (AM Strategy and Plans), leading to the 11 asset management practice areas used in the assessment.

² LGPMC Framework 3 Financial Planning and Reporting, May 2009

³ LGPMC Framework 2 Asset Planning and Management, May 2009

NSW OLG Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework (IPRF) is the NSW Government's implementation of the Local Government and Planning Ministers' Council (LGPMC)^{4,5} endorsed Nationally Consistent Frameworks for Local Government Financial Sustainability.

Implementation of the IPRF has been mandated through the NSW Local Government Act and the associated IPRF Guidelines and Manual.

NSW and Federal Acts and Regulations

The NSW and Federal Acts and associated Regulations that may apply to Strategic Asset Management include:

- Local Government Act and Regulations,
 - Roads Act,
 - Environmental Planning and Assessment Act and Regulations,
 - Work Health and Safety Act and Regulations 2011,
 - The Protection of the Environment Act and Regulations, and
 - Anti-Discrimination Act.
 - Disability Discrimination Act

Some acts and regulations may also have reporting frameworks and implementation targets.

Australian Standards and other Codes of Practice

Many Australian Standards and other Codes apply to asset management. These include:

- Building Code of Australia (and referenced Australian Standards),
- ISO 31000 Risk Management – Principals and Guidelines,
- AS/NZ 3760 In-service Safety Inspection and Testing of Electrical Equipment, and
- ISO 55000 International Standard for Asset Management.

Australian Accounting Standards

The Australian Accounting Standards that apply to Local Government include:

- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets.
- AASB 13 Fair Value Measurement – sets out methods for determining Fair Value.
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts.
- AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated.
- AAS 1001 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation.
- AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets.
- AAS 1015 Accounting for acquisition of assets – method of allocating the value to new assets on acquisition; and
- AAS 1010 Recoverable Amounts of Non-Current Assets – specifies requirement to test the reasonableness of valuations.

